



## **USAID/Haiti**

### **R4**

#### **RESULTS REVIEW AND RESOURCES REQUEST**

### **FY 2001**

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## **MEMORANDUM**

**To:** AA/LAC, Mark Schneider

**From:** USAID/Haiti/DIR, Phyllis Forbes

**Subject:** USAID/Haiti FY 2001 R4 Submission

**Date:** March 15, 1999

I am happy to provide you USAID/Haiti's FY 2001 R4 submission. It documents USAID's accomplishments in Haiti during FY 98, the last year under its old strategic framework, and a bridge year to the new FY1999-2004 strategy, whose goal is to reduce poverty in a democratic society.

Although Haiti has been marked by political turmoil over the last two years, FY 98 may have been among the most successful years for the USAID program in this country. As you will read, results in education, health, economic growth, civil society and even justice, were excellent. During a year in which the structures of the GOH were collapsing, private sector institutions and partners stepped forward and showed clearly that Haiti has the talents and drive needed to sustain its development effort. Ironically, at the same time these successes have been achieved, the Haiti program has been seriously and repeatedly threatened by cuts to its overall assistance levels. When not actually facing cuts, the program has faced delays in funding and now reductions in staffing levels.

Since expanding its program in Haiti, USAID, like other donors, has struggled to see real results from its development effort. The historical and cultural roots underlying many of the country's problems have frustrated efforts to see quick change. Strategies to deal with long-term needs have been repeatedly set back by the country's political upheavals. Yet, USAID's programs have persisted, and in doing so have nurtured the development of private institutions that are gaining strength and extending services to more and more of the country. As a result, we are beginning to make inroads on reducing the country's poverty. Now is not the time to let these successes slip from our grasp. Unless we stay focused on dealing with Haiti's poverty, the pressure from out migration, and from the drug trade which will grow within that poverty, will force us to return to the task in the future, but from a much less advantageous position and at much higher cost.

Reductions and threats of further reductions in resources for the Haiti program are seriously impeding our ability to implement the new strategy and to stay focused on poverty reduction and democracy. Over the last several weeks, we have had to identify \$6 million from within our portfolio to support increased security-related programs. As this report is being submitted, the Congress has proposed reducing ESF to Haiti by \$10 million to defray the financing needs of post-Mitch/Georges relief efforts in the Caribbean/Central America region. Haiti's own Hurricane Georges needs have only been met by \$2 million in additional resources from OFDA and \$10

million redirected Title III counterpart funds that had been intended for rural infrastructure, micro credit and family planning. Among other casualties of this death by a thousand cuts may be the new secondary cities initiative. In addition the reductions in ESF support for the program, the termination of Title III in FY 2000 is a major blow. It takes away the primary resource for financing infrastructure and micro credit in the secondary cities.

The Agency's OE crunch is also seriously hitting USAID/Haiti. We are already planning to cut one, possibly two USDH positions. However, neither our workload nor the heavy Congressional oversight that adds to our workload have been reduced. In fact, urgent mid-year budget cuts and constant CN holds have added to our administrative burden.

Notwithstanding our constraints, USAID/Haiti is moving aggressively to address constructively the deteriorating political situation in Haiti. The mission is reallocating resources within USAID's democracy program to decrease support to parliament and mayors (who now serve by executive appointment), while increasing support to civil society groups. Our efforts will encourage the peaceful resolution of the current political conflict and advocate on behalf of a return to democracy. USAID/Haiti will continue to work with political parties, identify and train domestic elections monitors, and stand ready to provide assistance for credible elections in the event an acceptable election council is named.

In most other aspects, USAID's program in Haiti will continue to evolve in accordance with the vision set out in our new strategy. Several major redesigns are now or will soon be under way, concerning hillside agriculture, health, food security and justice. We look forward to sharing these, as well as the secondary cities and education programs, with you as they move forward.

Finally, next month, we will submit to you the Mission's Performance Monitoring Plan with the associated Results Tracking Tables for USAID's FY 99-04 Strategic Plan in Haiti.

## Table of Contents

Acronyms

i

USAID/Haiti Strategic Framework

ii

### PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE 1-3

A. Summary and Context

B. Results

### PART II: RESULTS REVIEW, PROGRESS TOWARD MEETING STRATEGIC OBJECTIVES

#### A. STRATEGIC OBJECTIVE No. 1: Foster More Effective and Responsive Democratic Institutions and Empowered Communities 4-11

- Summary
- Key Results
- Performance and Prospects
- Possible Adjustments to Plan
- Other Donor Programs
- Major Contractors and Grantees
- Performance Tables

#### B. STRATEGIC OBJECTIVE No. 2: Promote Broad-based, Environmentally Sound and Sustainable Increases in Agricultural and Urban Incomes and Employment 12-16

- Summary
- Key Results
- Performance and Prospects
- Possible Adjustments to Plan
- Other Donor Programs
- Major Contractors and Grantees
- Performance Tables

#### C. STRATEGIC OBJECTIVE No. 3: Smaller, Healthier, Better Educated Families 17-23

- Summary
- Key Results
- Performance and Prospects
- Possible Adjustments to Plan
- Other Donor Programs
- Major Contractors and Grantees
- Performance Tables

### PART III: RESOURCES REQUEST 24-30

A. Program funding by Strategic Objective

B. Workforce and Operating Expenses

### APPENDIX 1 Review of Economic Performance and Economic Reforms 31

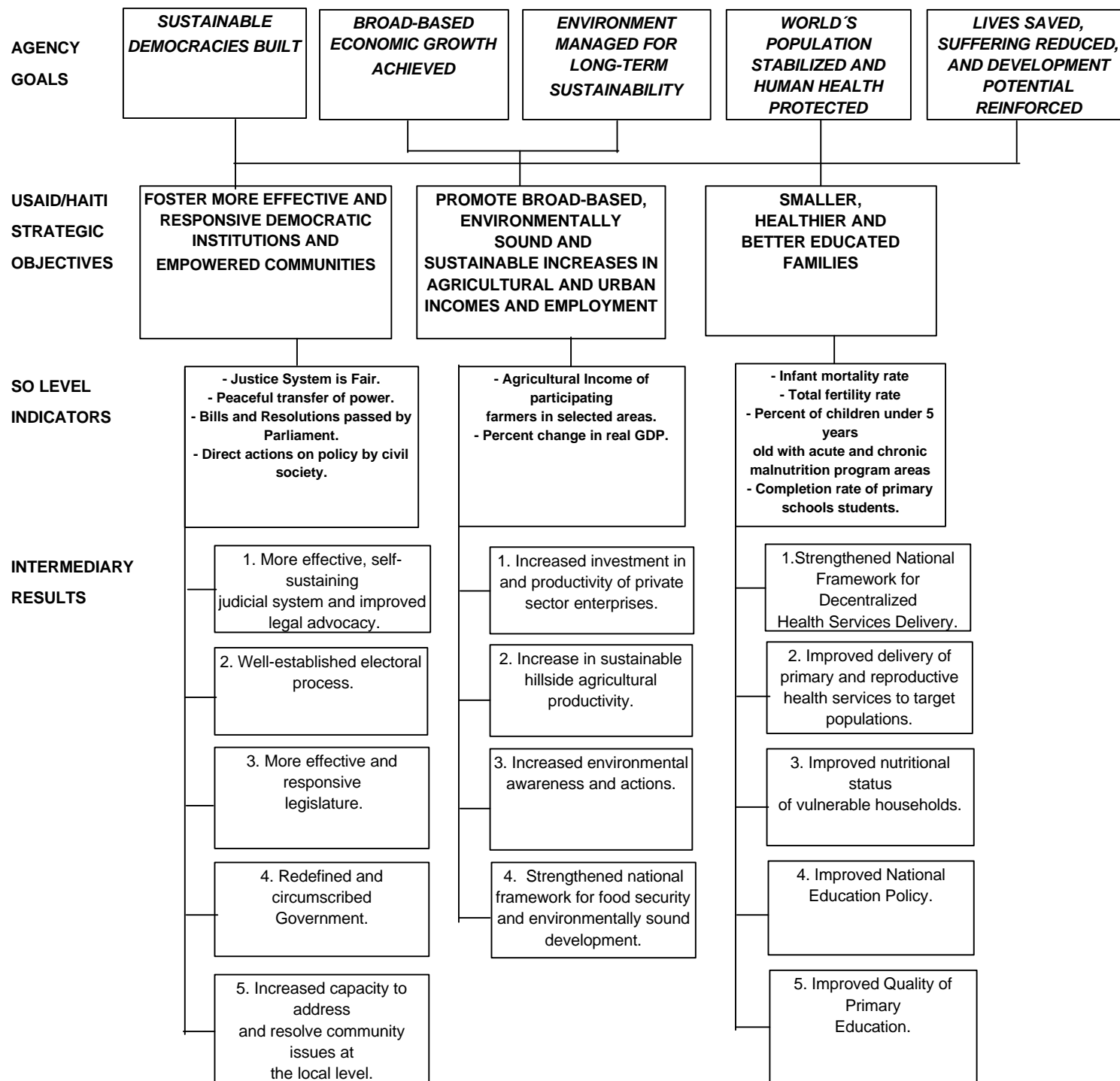
APPENDIX 2	Political Events During First Two Quarters of FY 99	35
APPENDIX 3	Common Objectives	37

## List of Acronyms

		IMR	Infant Mortality Rate
AOJ	Administration of Justice Project		
ASEC	French acronym for local Government Assemblies	LAVALAS	Creole for flashflood; refers to movement led by J.B. Aristide
CASEC	French acronym for Administrative Council of Communal Section	MARNDR	Ministry of Agriculture, Natural Resources and Rural Development
CEP	French acronym for Provisional Electoral Commission	MENJS	Ministry of National Education, Youth and Sports
CPR	Contraceptive Prevalence Rate	MEO	Mission Environmental Officer
CLED	Center for Free Enterprise and Democracy	MSH	Management Sciences for Health
CMEP	French acronym for the Modernization Council managing privatization efforts	MOE	Ministry of Environment
CY	Calendar Year	MOI	Ministry of Interior
DA	Development Assistance	MOJ	Ministry of Justice
DEP	Democracy Enhancement Project	NBIs	Non-Banking Intermediaries
EBOP	Emergency Balance of Payments Program	NEAP	National Environmental Action Plan
EIA	Environmental Initiative of the Americas	NGOs	Non-Governmental Organizations
ESF	Economic Support Fund	OE	Operating Expenses
EU	European Union	ORT	Oral Rehydration Therapy
FAES	French acronym for an IBRD-supported organization administering employment and community projects	PAHO	Pan American Health Organization
FENAMH	National Mayors' Federation	PAR	Policy and Administrative Reform Project
FONHEP	French acronym for the National Foundation for Private Education	PL-480	Public Law 480 (Title II and Title III food programs)
FSN	Foreign Service National	PLUS	Productive Land Use Systems Project
FTE	Full Time Equivalent	PRET	Program for the Recovery of the Economy in Transition
FY	Fiscal Year (Oct. 1 - Sept. 30)	PSC	Personal Services Contractor
GDP	Gross Domestic Product	PROMESS	French acronym for an essential drug program under the auspices of the PAHO
GOH	Government of Haiti	PVOs	Private Voluntary Organizations
HEF	Haitian Environmental Foundation	TFR	Total Fertility Rate
HPZ	High Potential Zone	TWM	Targeted Watershed Management Project
HNP	Haitian National Police	UCS	French acronym for Community Health Unit
HS2004	Health Systems 2004	UNDP	United Nations Development Programme
IBRD	International Bank for Reconstruction and Development, (the World Bank)	USDH	United States-citizen Direct Hire
ICITAP	International Criminal Investigation Training Assistance Program		
IDB	Inter American Development Bank		
IEE	Initial Environmental examination		
IFC	International Finance Corporation		
IFES	International Foundation for Electoral Systems		
IFIs	International Financial Institutions		
ILD	Haitian Institute for Liberty and Democracy		
IMF	International Monetary Fund		

# USAID/HAITI

## STRATEGIC FRAMEWORK





## **Part I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE**

### **A. Summary and Context**

The overriding issue for most Haiti observers during FY98 was the continuing, and still unresolved, political impasse between President Preval and Parliament. The resentments lingering from the disputed parliamentary elections of April 1997 have continued to make it impossible for the two branches of government to reach agreement on a new Prime Minister or a new cabinet. The Presidency forwarded three successive nominations to Parliament during FY98, none of which were deemed acceptable. Although a candidate was finally ratified in December 1998, the next month, before a full cabinet could be approved, the President cited the electoral law to declare Parliament's term expired.

The absence of a fully functioning government seriously hampered development efforts in Haiti. Donors found it increasingly difficult to engage GOH counterparts, government functions and initiatives withered on the vine, and the lack of a legally constituted government prevented key actions, such as privatization of the cement plant, from being finalized. The situation also prevented the GOH from satisfying conditions associated with donor programs and loans. As a result, aid flows to the country have declined considerably. Loan disbursements fell from \$121 million in FY96 to \$91 in FY98 and grants decreased from \$293 million in FY96 to \$200 million in FY98.

Yet the reality of what is happening in Haiti is more complex than the wranglings of its political class. Since 1997, we can point to several notable successes: real economic growth rebounded to 3.1% in FY98; interest rates fell from 25% in FY97 to 18% in FY98; and inflation declined from 17% to 8.3% in the same period. The government's impressive macroeconomic performance was matched by its success in downsizing the civil service and privatizing key industries.

At the same time, while the formal structures of democracy faltered, we saw clear evidence that a stronger, more vibrant democratic culture is emerging in Haiti. The very fact that a political standoff took place is evidence of multiple poles of power in the society. Moreover, no single party has been able to force an outcome in its favor, obliging all to remain at the negotiating table. There is almost no precedent for Parliament's successful refusal to seat those candidates supported by the President who won the disputed April '97 elections. Opposition parties and civil society groups supported by AID, such as the federation of mayors, have formed coalitions to argue for a resolution of the political crisis. Their protests have been peaceful, and have not, for the most part, been answered with violence. Finally, in the absence of a functioning central government, the private sector and PVO/NGO groups have become increasingly engaged in providing social services such as child survival, reproductive health and education—all with remarkable results.

### **B. Results:**

In spite of formidable obstacles, and in spite of problems with the formal structures of democracy, the performance of the USAID/Haiti program has exceeded expectations, and in some cases far exceeded them. This remarkable achievement is evidence of what can be accomplished by managing strategically and forging strong partnerships with both U.S. contractors and grantees

and local private sector partners. In a year when many other donors were unable to obligate funds, much less achieve results in the field, USAID/Haiti managed to increase farm incomes, make progress in reforestation and environmental rehabilitation, provide record numbers of families with child survival and family planning services, and achieve dramatic reductions in maternal-child malnutrition as a result of its Title II programs. Equally significant, the Mission made major strides in redirecting its programs toward the new (FY 1999-2004) strategy of reducing poverty in a democratic society.

Performance in the democracy and governance arena, SO1, with the exception of election activities, met IR targets, but failed to meet overall expectations. In the justice sector, our efforts brought about the creation of a unit specifically charged with reducing pre-trial detentions. Judges took the initiative to hold hearings at prisons and release detainees who had already served time equivalent to the maximum sentence for the offence with which they were charged. While this was not an explicit goal of our program, we helped bring about the release of 500 people who had languished in prison awaiting trial for minor offenses. At the same time, our grantees met targets by providing legal assistance to over 9,000 of those remaining in prison.

Progress toward holding elections was crippled by the failure of the President and Parliament to reach agreement on a new electoral law, to appoint a new Provisional Electoral Council (CEP), or resolve the disputed April 1997 elections—all issues outside of USAID's manageable interest. In spite of these setbacks, our parliamentary strengthening program did lead to increased consultations with constituents and active oversight of the executive: two strong signs that the institution is beginning to fulfill its role in the Constitutional balance of power.

Yet another accomplishment during FY98 was civil service downsizing. The GOH demonstrated the political will and managerial resources necessary to remove 7,746 people from the public payroll (15% of the total) as of December 31, 1998. Local governance efforts resulted in the formal recognition of the national mayor's federation, FENAMH, which is actively lobbying the central government in favor of decentralization and which has been a vocal critic of the dissolution of democratic institutions. As indicated earlier, civil society was the star in this sector and succeeded in surpassing targets. Groups took direct actions to influence government policies on 13 occasions, although this number somewhat understates the positive and powerful role civil society assumed over the last year.

In Economic Growth, SO2, program activities exceeded expectations. Our programs continue to effectively reach hillside farmers, the largest and most neglected sector of Haitian agriculture, with technologies that are both environmentally sustainable and profitable. This year alone we expanded the number of beneficiaries by 7% to serve 166,000 farmers (20% of the total number of farm households in Haiti) whose incomes jumped 17% in real terms despite the ravages of Hurricane Georges in late September. Our rapidly growing micro-lending programs have made available \$8.7 million to 7,988 borrowers who otherwise would have been unable to access credit for their enterprises. Lastly, a particularly encouraging success was the finalization of the National Environmental Action Plan (NEAP). This initiative had been considered by most observers to be a dead letter. Thanks to persistent pressure by USAID-supported civil society groups, the process regained momentum through a series of public meetings around the country, culminating in December with adoption of a final document.

Progress in the Health and Education sectors, SO3, was most encouraging, far exceeding expectations. For example, in areas supported by USAID programs, the use rate for modern

contraceptives jumped from 15% in 1997 to 25% in FY 98. Measles immunization coverage climbed to 74%, while supervised deliveries and pre-natal visits increased by 15% and 36 % each. Child malnutrition, a key indicator of a population's well being, appears to have declined from 22.6% to 18.5% in areas served by USAID's health and food aid partners. While Vitamin A distributions and ORS usage are down, both were seriously affected by stock-outs of these commodities resulting from the failure of other donors to meet their commitments to the Haiti program. In the education sector, our work with the private education foundation, FONHEP, and our comprehensive teacher training program, expanded use of the new curriculum and of Creole, boosting national primary school pass rates from 55% to 64%. Schools directly supported by FONHEP, performed even better, increasing pass rates from 66% to 68%.

Finally, the Mission has excelled in integrating food aid resources into its sectoral activities. For example, while doubling the size of the PL-480 Title II school feeding program, the institutional contractor implementing the Education-2004 project negotiated agreements with each of the Cooperating Sponsors to jointly implement education activities in the field. Similarly, in the health sector, one of our food aid partners completed the design and negotiation of a jointly implemented nutrition program with USAID's premier health partner in the region of Pignon which is also adding micro-credit components to its program. This now serves as a model for other health grantees. Through these partnerships, we hope to continue to chip away at malnutrition rates in our project areas. Additionally, we have succeeded in integrating the Title III program into our poverty reduction and food security programs by targeting secondary city infrastructure development and by rehabilitating rural infrastructure such as irrigation systems in order to enhance agricultural production.

The successes enjoyed last year give evidence that USAID's program is reducing poverty. A World Bank study issued last year on poverty in Haiti identified literacy rates and production of cash crops such as coffee and cocoa as key variables in identifying successful small holder, agricultural families. Our contributions to raising educational performance and improving production and marketing of high-value crops such as coffee and cocoa are affecting these variables. When considered along with our success in meeting the latent demand for family planning services, it is clear that USAID's program is addressing the key needs of Haiti's poor.

The excellent performance of USAID's partners can be attributed to application of USAID's core values. First, we have seen that instituting performance-based management and clearly defining USAID's expectations had a dynamically positive effect on performance. Also, as many of our activities have matured, true teams have developed and are now working at full stride. This enables our partners to share lessons learned within and across sectors, building partnerships with each other, and with the communities in which they work. Moreover, in some sectors, such as health and education, USAID has established a constructive dialogue with its GOH counterparts who have in turn provided policy and technical leadership to our joint programs.

The USAID/Haiti program is a key part of the overall U.S. Government effort in Haiti and enjoys very active support from the overall U.S. Mission. The USAID Strategic Objectives directly support the key U.S. national interests of Democracy, Humanitarian Assistance and Global Issues, and the Strategic Goals of Democracy, supported by SO1, Broad-Based Growth, supported by SO2, and Population (and Health) supported by SO3, as detailed in the Mission Program Plan.

## PART II: RESULTS REVIEW, PROGRESS TOWARD MEETING STRATEGIC OBJECTIVES

### A. STRATEGIC OBJECTIVE No. 1: FOSTER MORE EFFECTIVE AND RESPONSIVE DEMOCRATIC INSTITUTIONS AND EMPOWERED COMMUNITIES

**Summary:** In order to foster more effective and responsive democratic institutions and empowered communities, we must achieve five intermediate results: (1) a more effective, self-sustaining judicial system and improved legal advocacy; (2) a well-established electoral process; (3) a more effective and responsive legislature; (4) a redefined and circumscribed government; and (5) increased capacity to address and resolve community issues at the local level. In so doing, we serve a wide variety of customers: voters, taxpayers, civic organizations, mayors and associations of local elected officials, parties to criminal and civil cases, clerks, judges, prosecutors and human rights abuse victims. The SO fell short of meeting expectations, though progress toward some of the intermediate results was good.

**Key Results:** Performance in this sector reflects the struggle of Haiti's new democracy to gain a secure foothold. Of our sixteen indicators, eight were exceeded, three were met, and five failed. We have chosen four that give an accurate picture of our progress. The first, *Clients represented through prison and outreach programs*, exceeded its target, and gives evidence that where Ministerial support for reform is not required we have been successful in improving access to the rule of law. The second indicator, *Enabling legislation enacted for elections*, was not met, and correctly indicates the failure of the GOH to foster democracy. Our third indicator, *Number of times Parliament exercises oversight over the Executive*, shows that, although Parliament had difficulty passing legislation in FY98, it did demonstrate more ability to oversee the Executive by calling for hearings on 25 occasions and thereby exceeding its target. The fourth indicator, *Civil Service Downsized*, was exceeded, showing that political will could be brought to bear when needed. The fifth indicator, *Direct actions taken on policy by civil society organizations*, exceeded its target, showing the success citizen groups are having in carrying on a meaningful dialogue with policy makers.

Despite concerted efforts by the international community, the GOH failed to reach a political compromise on the controversies surrounding the April 1997 elections. This shortcoming spilled over into new and interrelated setbacks in 1998. The Executive did not form an electoral commission nor did the legislature pass a new electoral law due to Parliament's reluctance to approve a new Prime Minister until the Executive settled issues related to the elections. While parliamentary oversight of the executive and consultation with civil society reached all time highs, the number of bills introduced and passed in Parliament slowed because of the '97 election issue. Although in future years, Parliament clearly must face the challenge of learning the art of compromise so that issues can move ahead, it should be recognized for its effort to stand up to the Executive over issues which it rightly considered of primary importance.

As a result of USAID's programs, civil society has emerged as an active interlocutor with the executive and legislative branches on critical political issues. Key interest groups, such as business and labor, were able to submerge their traditional differences to push jointly for

resolution of the political impasse.

Throughout this tumultuous period, results in the area of economic governance, on average, met expectations. Macroeconomic performance was strong and the GOH adhered to IMF conditions, including the privatization of the publicly-owned cement plant. Had it not been for the absence of a Prime Minister to sign the final documents, the sale would have been completed. Despite popular opposition, the GOH exceeded, with USAID's assistance, targets for civil service downsizing, effectively clearing the public payroll of over 7,746 "zombie" and redundant workers, 10% of the civil service. (See Annex 1 for a full report of progress.)

**Performance and Prospects:** In the administration of justice area, although the GOH took no steps toward judicial reform, USAID made possible important improvements in areas that are not directly measured by our indicators. One significant achievement was to reduce pretrial detention by assisting the newly formed Office for the Control of Preventive Detention (BUCODEP). Using an approach first tested by USAID's judicial mentors and selected justices of the peace, judges, prosecutors and lawyers are opting to go to the National Penitentiary to conduct on-site reviews of cases of prisoners awaiting judgement. This led to the release of more than 500 detainees in FY98.

A joint initiative by the GOH, USAID (through the U.S. Department of Justice (DOJ/OPDAT)), the EU, the Canadians and the French in support of the Magistrates' School produced 60 new judges, all of whom have received their assignments. USAID support enabled DOJ/OPDAT to expand the number of jurisdictions in which it provides assistance to prosecutors. Two other results were not tracked by our indicators: the establishment of non-jury audiences in Jacmel, which will contribute to speedier case review; and law school students are now providing legal assistance to prisoners, an excellent precedent that will give additional training to young lawyers, while expanding legal aid to the poor.

The principal focus of Parliament's work over the last year was to counterbalance and oversee the Executive. It exercised its oversight function 25 times by calling in high-level members of the executive for questioning and by refusing three times to ratify a Prime Minister until the dispute over the April 1997 elections was resolved. The disappointing side of this performance was Parliament's inability to reach a compromise with the Executive and among its own membership, a skill it must master if it is to function more effectively in the future. Because of this impasse, many issues, most notably the April 1997 elections and the approval of a new Prime Minister, remained unresolved at the end of FY98, and little legislation was actually passed.

As a result of its support to civil society organizations, USAID/Haiti anticipated that such organizations would engage in eight examples of policy advocacy. In fact, this occurred 13 times, signaling the growing strength of civil society in Haiti. Most significantly, civil society groups were vocal on the lack of a Prime Minister and the need to move towards elections. Additionally, groups representing diverse sectors (teachers, environmentalists, business, women, human rights, think tanks, and unions) advocated in a number of different ways. Some exercised a watch-dog function by insisting on the application of signed agreements (as in education) or the enforcement of certain laws and conventions (environment and toxic waste). Other groups raised awareness on issues such as the high cost of living and the negative economic impact of Japan's donation of rice on production. Groups issued press releases and met with government officials to discuss police repression and compensation for victims of political violence.

Progress in strengthening local government was constrained by Executive resistance to decentralization, but nevertheless exceeded expectations in several important ways. The National Mayors' Federation (FENAMH) distinguished itself as an effective and influential national-level advocate for decentralization, holding its first General Assembly in March 1998, attended and recognized by the Ministry of Interior. Additionally, regional mayors associations grew stronger and initiated regional economic development cooperation across several departments in the North and South. USAID also helped build the capacity of mayors. During 1998, local officials in fifty-eight of Haiti's 133 communes received training on project design and management, budgeting, leadership, municipal by-laws, and Creole communication (18% of the participants being women and 82% being men). In-depth, hands-on training and technical assistance in 10 communes for mayors, municipal staff, and civic organizations created models of participatory governance, which we hope to replicate during the next strategy period.

**Possible Adjustments to Plan:** In 1999, USAID will complete its transition to the new strategic objective, "More Genuinely Inclusive Democratic Governance," which is described in our 1999-2004 strategic plan. In the short-term, however, our priority will be to encourage the peaceful resolution of the current political conflict by increasing our support to civil society organizations. We will provide assistance for credible elections in the event an acceptable election council is named. USAID will continue to strengthen political parties, identify and train domestic elections monitors and provide technical assistance for elections. In terms of Parliament, FY 99 is the phase-out year for our activities and remaining funds will be used to assist Parliamentarians' efforts to advocate constructively for the restoration of democratic institutions. USAID's present justice program is phasing out and preparations to launch new activities in FY 2000 are underway. The new program will begin with activities that do not require Ministry support, until more evidence of political will for reform is apparent. In addition, FY 99 targets for reducing pre-trial detentions and legal assistance have been reduced in response to Congressional restrictions imposed on the program. USAID will continue to support national and regional mayors' associations and, in the absence of local elected officials, will work directly with civic organizations to improve local governance.

**Other Donor Programs:** The USG is the largest international donor in the democracy sector and the major donor providing comprehensive support to civil society. The Canadians, EU and Norwegians also provide assistance in this area. The U.S., France, Canada, and the UNDP are all active in the elections arena, but USAID, Canadians, EU and Norwegians are the largest donors. To date, USAID is the only donor providing institutional support to Parliament, although the IDB has proposed a soft loan. USAID is the only donor working on local government after the UNDP program ended in 1998. In the justice area, though the Canadians and the EU have large programs, and the French government and UNDP implement somewhat smaller programs, the U.S. government is the largest donor.

**Major Contractors and Grantees:** USAID's principal democracy partners are as follows: Checchi & Co., the Department of Justice's Overseas Prosecution Development and Training Unit, and America's Development Foundation (justice); National Democratic Institute, the International Republican Institute, and the International Foundation for Electoral Systems (elections); Associates in Rural Development (Parliament); *Experts Conseils et Associés*, a local partner of Price Waterhouse/Canada, (civil service downsizing); America's Development Foundation, (civil society); and Associates in Rural Development (local government).

**PERFORMANCE INDICATORS FOR  
FOSTER MORE EFFECTIVE AND RESPONSIVE DEMOCRATIC INSTITUTIONS  
AND EMPOWERED COMMUNITIES (SO2)**

<b>STRATEGIC OBJECTIVE NO. 1:</b> Foster More Effective and Responsive Democratic Institutions and Empowered Communities			
<b>APPROVED:</b> 31/03/1996		<b>COUNTRY/ORGANIZATION:</b> Haiti/USAID	
<b>RESULT NAME:</b> Same as Objective			
<b>SO INDICATOR:</b> Direct actions (e.g. petitions) taken on policy by civil society organizations			
<b>UNIT OF MEASURE:</b> Number of actions	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> (a) USAID/Haiti projections (b) Project records drawn from Press and informant interviews  <b>INDICATOR DESCRIPTION:</b> Direct actions, such as petitions, appeals in the media, and decision-oriented meetings with public officials in which civil society organizations are engaged to influence policy decisions (legislation, decrees, regulations, treaties, and other prominent government policies), reported for the period of the fiscal year and not cumulative.  <b>COMMENTS:</b> During FY 1998, multiple civil society activities took place with the objective of influencing and modifying government policies. Some activities exercised a watch-dog type function that insisted on the application of agreements signed between the Executive and civil society groups (1) or the enforcement of laws and conventions on environment (2) and the creation of the Electoral Council (3). Other actions targeted administrative ambiguities such as the role of local government officials in the management of State lands in agrarian reform (4), the decision-making relationship between new Assemblies and existing Mayors (5), as well as clarification of which local government body has fiscal responsibility for local development funds (6). These last four activities were undertaken by the National Federation of Mayors in Haiti (FENAMH). Other actions raised public awareness on national issues such as the high cost of living (7), the negative economic impact of a 12,000 ton rice donation on local rice production (8), and women’s rights (9). In addition, a series of press releases and meetings with government officials to discuss police repression and compensation for victims of political violence were held (10,11). Lastly, negotiations to stress the importance of new partnerships between unions and management in the transportation as well as the private sector were also held (12,13,14). These activities demonstrate the value of and potential for building inclusive coalitions for policy reforms – an important emphasis of USAID’s 1999-2004 strategy.	1995		0 (b)
	1996	2 (a)	7 (b)
	1997	5 (a)	6 (b)
	1998	8 (a)	13 (b)

<b>STRATEGIC OBJECTIVE NO. 1:</b> Foster More Effective and Responsive Democratic Institutions and Empowered Communities			
<b>APPROVED:</b> 31/03/1996		<b>COUNTRY/ORGANIZATION:</b> Haiti/USAID	
<b>RESULT NAME:</b> IR 1.1: More effective, self-sustaining judicial and improved legal advocacy			
<b>INDICATOR:</b> Clients screened by Prison and Outreach Programs			
<b>UNIT OF MEASURE:</b> Number of clients  <b>SOURCE:</b> (a) USAID/Haiti projections (b) Project reports-Human Rights Fund (c) Project reports – CHECCHI, calendar year  <b>INDICATOR DESCRIPTION:</b> This number represents the number of persons interviewed to determine eligibility for legal assistance in penal cases. Persons who are indigent, and without other legal counsel, are eligible to become clients of the program. Throughout the life of the program, consistently 90% (± 2%) of those screened have received representation.  <b>COMMENTS:</b> For 1994 and 1995, “ACTUAL” reflects the number of people assisted by the Human Rights Fund as USAID did not begin implementing legal aid until January 1996.  1998 figures are reported by FY. Legal assistance is provided to indigents by 18 local bar associations and PVOs.  The FY 98 target was adjusted downward due to the need to work cases which remained open from the previous year.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		4800 (b)
	1995	5000 (a)	2303 (b)
	1996	7205 (a)	7772 (c)
	1997	11225 (a)	12433 (c)
	1998	9000 (a)	9054 (c)



<b>STRATEGIC OBJECTIVE NO. 1:</b> Foster More Effective and Responsive Democratic Institutions and Empowered Communities			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 1.2: Well-established electoral process			
<b>INDICATOR:</b> 1.2.1: Elections Milestones: Progress under this indicator is best tracked by a series of annual benchmarks.			
<b>UNIT OF MEASURE:</b> Yes/No  <b>SOURCE:</b> (a) USAID/Haiti projections for FY (b) Reports from USAID-funded implementing agencies, Le Moniteur, electoral law  <b>INDICATOR DESCRIPTION:</b> Progress under this indicator is best tracked by a series of annual benchmarks. For FY 98, the benchmark was enabling legislation for new elections enacted.  For future years, milestones will be drawn from the following elections calendar: - Voter registration takes place - Candidate registration takes place - Electoral campaign is conducted - First round vote - First round results published - Second round vote - Second round results published  <b>COMMENTS:</b> When this target was set for FY98, our critical assumption was that the GOH would name a credible CEP during FY98 and the elections would be scheduled for November 1998. This critical assumption was not met. In fact, as of the writing of this report, we still do not have either a CEP or scheduled elections. Therefore, this indicator was not met.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994		N/A
	1995		45 (b)
	1996		N/A
	1997	N/A	5 (b)
	1998	Enabling legislation enacted (a)	No

<b>STRATEGIC OBJECTIVE NO. 1:</b> Foster More Effective and Responsive Democratic Institutions and Empowered Communities			
<b>APPROVED:</b> 31/03/1996		<b>COUNTRY/ORGANIZATION:</b> Haiti/USAID	
<b>RESULT NAME:</b> IR 1.3: More effective and responsive legislature			
<b>INDICATOR:</b> IR 1.3.3: Number of times Parliament exercises oversight over the Executive			
<b>UNIT OF MEASURE:</b> Number  <b>SOURCE:</b> (a) USAID/Haiti projections for FY (b) Reports from USAID-funded implementing Agencies, Parliamentary records and newspapers Reports  <b>INDICATOR DESCRIPTION:</b> Number of times GOH Ministers, Secretaries of state, or their representatives are summoned to appear before Parliament (committees or in plenary session) to explain GOH programs and/or policies.  <b>COMMENTS:</b> Parliament has actively asserted its role as a counterbalance to the traditionally all-powerful Executive Branch. One aspect of this is reflected in the number of times Parliament has exercised its oversight function. GOH Ministries or Secretaries of State were called to appear before Parliament 25 times. The most notable examples of this were the frequent appearances before Parliament by the Minister of Justice.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	N/A	
	1998	4 (a)	25 (b)

<b>STRATEGIC OBJECTIVE:</b> Foster More Effective and Responsive Democratic Institutions and Empowered Communities			
<b>APPROVED:</b> 31/03/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USID			
<b>RESULT NAME:</b> IR 1.4: Redefined and Circumscribed Government			
<b>INDICATOR:</b> 1.4.2: Civil Service Downsized			
<b>UNIT OF MEASURE:</b> Number of GOH employees  <b>SOURCE:</b> (a) USAID/Haiti projections (b) GOH  <b>INDICATOR DESCRIPTION:</b> Number of irregular/ghost employees and regular employees removed from the GOH payroll through face-to-face verification and voluntary departure, early retirement or lay-off respectively.  <b>COMMENTS:</b> 1. The Civil Service Downsizing (CSD) Law was published in the official gazette "Le Moniteur" on 14 May 1998 and expired on 30 September 1998.  2. The GOH launched, in June 1998, the physical verification of the distribution of some 52,755 payroll checks to civil servants. On 30 September 1998, 3,125 "irregular and ghost" employees were identified and scheduled for removal from the GOH payroll.  3. The GOH began, in June 1998, to process some 9,000 applications for voluntary departure and early retirement in terms of review, decision and computation of related severance payment and pension restitution for each application. By 30 September 1998, GOH had decided to let 5,379 employees voluntarily leave the civil service with severance and pension restitution; and lay off 693 employees with severance payments.  4. In the end, GOH decided to remove 9,197 names/employees from the GOH payroll, i.e. 3,125 "irregular and ghost" employees, plus 5,379 voluntary departures and 693 laid off. The implementation took more time as the verification of years of service and the computation severance payment and pension restitution were done manually. In addition to those time-consuming tasks, per Article 9 of the CSD Law, a civil servant remains on the payroll until he/she receives his/her severance/pension check.  5. As of 31 December 1998, 7,746 checks had been removed from the GOH payroll. However, the check removal process continued, and by 5 February a total of 9,377 checks had been removed from the payroll.  Because this is the end of this activity, the number reported is as of December 30, 1998.	Year	Planned	Actual
	1995	None (a)	N/A (b)
	1996	0 (a)	0 (b)
	1997	5000 (a)	0 (b)
	1998	2500 (a)	7746 (b)

## **B. STRATEGIC OBJECTIVE No. 2: PROMOTE BROAD-BASED, ENVIRONMENTALLY SOUND AND SUSTAINABLE INCREASES IN AGRICULTURAL AND URBAN INCOMES AND EMPLOYMENT**

**Summary:** The Strategic Objective "promote broad-based, environmentally-sound and sustainable increases in agricultural and urban incomes and employment" seeks to: 1) increase sustainable hillside agricultural productivity, 2) increase investment in, and productivity of, private sector enterprise, 3) increase environmental awareness and actions, and 4) strengthen the national framework for food security. These activities will induce long-term, sustainable growth, and hence income and employment, at the farm and microenterprise levels and in the formal sector in ways that preserve the natural resource base. Our principal customers are small businessmen and farmers who form part of the 70% of Haiti's population living in poverty.

In the face of major challenges, this SO met or exceeded all 13 of its 1998 targets.

**Key Results:** The hillside agriculture program increased by 7% and now reaches over 166,000 farmers (20% of all farm families) and increased real income by 17% this calendar year. The growth in the number of loans to small entrepreneurs surpassed expectations, allowing over 4,000 new customers to access credit. In December, in spite of a non-functioning GOH, a national consensus was reached on the National Environmental Action Plan (NEAP), the agenda for priority actions in the environment sector for the next 15 years.

The hillside program continued to expand into strategic watersheds, promoting soil and water conservation structures and improving germplasm. More than 6.8 million trees were planted or improved, exceeding our target by 13%. Also encouraging is that the survival rate for trees planted through the USAID program has increased from 60% to 75%. This component included a mango top-grafting activity designed specifically to increase the production of export quality mango. The marketing program assisted over 50,000 farmers producing exportable cacao, mango, manioc, plantain, coffee and yam. The nationwide increase in farmer income from these products alone totaled \$817,000, and averaged about 25% over (in nominal terms) 1997 levels. Exports of the "Haitian Bleu" coffee promoted by our project doubled even as national coffee production continued to decline.

The Small and Medium Enterprise Fund (SME) comprises two loan facilities, the Loan Guarantee Fund and the Non-Bank Capitalization Fund, both of which enjoyed significant growth during FY 98. USAID's commitment of \$1.65 million to the SME has leveraged 3.5 times that amount from commercial banks to service loans to small businesses in the informal sector who would otherwise have no access to credit. The very successful village bank program has made it possible for almost 6,000 women to educate their children, access better health care and expand rural micro-enterprises. The current cumulative value of AID-supported small and micro-enterprise loans is \$8,785,000, with a customer base of 9,237, of which 7,405 are women. As of September 30, 1998, there were 7,379 outstanding loans valued at \$4,037,000. This represents a growth of 141% in the number of customers and 391% in the value of outstanding loans. Repayment rates are over 95% for both fund facilities -- good news for program sustainability.

The successes in this SO clearly show the synergies that are developing among the mission's activities. USAID's partners are working collaboratively across SOs to amplify the impacts of our programs. Civil society groups, in the form of farmers groups, business association,

environmental advocates, and others, have been key to successes in our hillside and marketing programs and the adoption of the NEAP. The acceptance of the NEAP at a national conference this past December was a major accomplishment, and provides further evidence of the strength of Haiti's emerging civil society groups, as well as of the synergies existing among the different components of the USAID program. The NEAP process had been all but abandoned by other donors and political observers. Even before the political crisis, the GOH leadership was not providing the political support needed for such an initiative to succeed. However, civil society groups, strongly supported by USAID, persisted in pushing a participatory process that mobilized 93 communes and 660 grass-roots organizations through local and regional dialogues, ultimately moving the GOH to participate in and endorse a final national conference.

**Performance and Prospects:** In the private sector portfolio, the Secondary Cities program has begun, targeting Jacmel and Cap Haitian. Initial focus has been key infrastructure improvements in Jacmel using PL 480 Title III local currency generations (\$2.5 million for port rehabilitation, \$1.8 million to rehabilitate a key road into the city and \$1.6 million for irrigation systems in neighboring Marigot). Upgrading the port in Jacmel will enable cruise ship tourism and cabotage trade to resume in the city.

Complementing the infrastructure investments are aid to artisans in Jacmel and other pilot activities in the tourism sector, such as an aggressive campaign to market Haiti to major cruise lines. In fact, the Aid-to-Artisans activity based in Jacmel is already off to a good start. It has test-marketed handicrafts from the city, trained 150 artisans, and developed ten new product lines for export. Ten U.S. buyers placed orders for papier maché and iron products after artisan enterprises presented their products at U.S. gift shows.

Targeted assistance to business associations in Cap Haitian, Jacmel and three other cities, (comprised of 436 businesses employing approximately 22,000 people) is supporting the secondary cities initiative. These groups are becoming stronger advocates for the economic reforms critical to sustained growth in investment, jobs and income in their cities and have seen their membership almost double in the past year.

The Haitian Center for Free Enterprise and Democracy and the Peru-based Institute for Liberty and Democracy are implementing an activity to "formalize" informal real property in urban areas, initially Port-au-Prince where informally held property is valued at over \$1 billion. The group has completed studies and draft laws needed for a pilot program to register and title informal property. Unfortunately, the lack of a parliament to take action on necessary legislation will likely keep this initiative from going forward at this time. When the program does become a reality, it promises to enable a portion of Haiti's poor to mobilize its real assets and thereby stimulate economic activity and growth.

In the environmental sector, activities are underway to support the NEAP. A community training/grants program is now underway that encourages community action and organization along strategic watersheds. There are now 26 active grants. One grant is for a comprehensive eco-tourism program for the Bassin Bleu site near Jacmel supporting soil conservation, beautification, and civil society capacity-building. In addition, new energy activities have been launched to develop and promote improved stove and heating technologies. Nine schools were selected in Cap-Haitian, Gonaives, and Port-au-Prince to be demonstration centers. Over 30 basic prototype stoves have been installed for charcoal and wood burning grates, as well as a kerosene prototype.

Unfortunately, we are beginning to see evidence that Haiti's political crisis is taking its toll on the country's economy and its prospects for future growth. Rural secondary roads are worsening despite (or perhaps because of), the investments being made in the primary trunk roads. Electrical generation is increasingly unreliable as facilities fail due to inadequate maintenance. Public services in the rural areas, especially for agricultural extension, remain non-existent. Political instability discourages crucial foreign and domestic private investment. When combined, these factors are making it more difficult for Haiti's poor to capitalize on their thin asset base. Farmers are finding it more expensive to move produce to markets and buyers are hesitating to make the effort to build supply contacts.

**Possible Adjustments to Plans:** An assessment of the mission's hillside agricultural activities is now underway. It is expected that the programs will be refocused to more directly support income-producing activities of the farming unit and will place even more emphasis on marketing and food processing. Such an approach would support our environmental objectives by stressing the economic benefit of preserving productive assets (soil and water) while encouraging crops that bolster positive environmental practices.

Continued reductions in USAID/Haiti's budget levels are likely to postpone, drastically reduce the scope, or even lead to the elimination of the secondary cities initiative. Further exacerbating this problem is the likelihood that the Title III program will not be funded after FY99. This would force the elimination of future infrastructure investments, drastically reducing the potential for the income growth in secondary cities that the initiative hopes to stimulate.

To comply with Dole amendment restrictions on assistance to the GOH, support to the Ministry for Tourism was shifted to the Haitian Hotel and Tourism Association. USAID components that directly support the GOH in the agricultural and environmental sectors have been dropped. Due to funding restrictions, the energy IR will be reduced in scope, and indicators have been revised to reflect the current budget scenario.

**Other Donor Programs:** The IDB, IBRD, EU, Canadian Government and UNDP are assisting in institutional reform, encouraging private investment and supporting the agricultural sectors. They also have substantial investments planned to support environmental activities and actively support both the NEAP and Haitian Environmental Foundation. Overall, the agriculture and environment sectors are woefully under funded by all donors, including USAID, receiving only 15% of donor disbursements in FY 98, with agriculture receiving only 5% of donor assistance.

**Principal Contractors and Grantees:** Under the Program for the Recovery of the Economy in Transition (PRET) activity: Development Alternatives Inc., SOFIHDES, and CLED/ILD. Under the Agricultural Sustainable Systems and Environmental Transformation (ASSET) program: Southeast Consortium for International Development (SECID), CARE, Pan American Development Foundation (PADF), Inter-American Institute for Cooperation on Agriculture (IICA), and Winrock in partnership with indigenous NGOs.

**PERFORMANCE INDICATORS FOR  
BROAD-BASED, ENVIRONMENTALLY-SOUND AND SUSTAINABLE INCREASES IN  
AGRICULTURAL  
AND URBAN INCOMES AND EMPLOYMENT (SO2)**

<b>STRATEGIC OBJECTIVE NO. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as objective			
<b>INDICATOR:</b> Agricultural income of participating farmers in selected areas			
<b>UNIT OF MEASURE:</b> Percentage increase  <b>SOURCE:</b> CARE, IICA, SECID and PADF project surveys and reports <b>INDICATOR DESCRIPTION:</b> Farmers' statement of % increase in agricultural income. <b>COMMENTS:</b> This indicator and methodology of measurement will be refined by July 1999 based on analytical findings of the Hillside Assessment Team.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)	10	10
	1996	12	20
	1997	14	19
	1998	15	17

<b>STRATEGIC OBJECTIVE NO. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as objective			
<b>INDICATOR:</b> Percent change in real GDP			
<b>UNIT OF MEASURE:</b> Percentage <b>SOURCE:</b> Combined BRH, IMF, IBRD and USAID <b>INDICATOR DESCRIPTION:</b> Percentage increase in real GDP <b>COMMENTS:</b> Strong growth in construction, export re-assembly industries and the recovery of agriculture due to good seasonal rains propelled GDP growth of more than 3 percent in FY 98, despite the persistent and worsening political crisis and the resultant slowdown in donor-financed public investment.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		-8.3
	1995	4.5	3.5
	1996	2.0	2.0
	1997	3.5	1.5
	1998	2.0	3.1

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.1 : Increased investment in and productivity of private sector enterprises			
<b>INDICATOR:</b> IR 2.1.2: Number of outstanding loans to participating customers			
<b>UNIT OF MEASURE:</b> Number of loans  <b>SOURCE:</b> DAI and P.L. 480 Title III recipients for (1) Commercial Banks, (2) Non-Banking Institutions and Village Banks.  <b>INDICATOR DESCRIPTION:</b> This indicator measures access to credit. Micro-finance institutions. (Expected increase growth per year is 25%)  <b>COMMENTS:</b> In June 1997, two loan facilities were established: the Commercial Bank Loan Guarantee Fund and the NBI Capitalization Fund. As of September 30, 1998, there were 7, 379 outstanding loans valued at \$4,037,000.  In the past fifteen months, there has been a 122 percent growth rate in the number of customers (3,602 to 7,988), and a growth rate in value of outstanding loans of 391% (\$931,000 to \$4,573,000)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997 (B)	246	3,602
	1998	3,829	7,988

<b>STRATEGIC OBJECTIVE No. 2:</b> Broad-based, environmentally sound and sustainable increases in agricultural and urban incomes and employment.			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR 2.2: Increase in sustainable hillside agricultural productivity			
<b>INDICATOR:</b> I.R 2.2.2: Participating Farmers using sustainable practices			
<b>UNIT OF MEASURE:</b> Number of farmers  <b>SOURCE:</b> PLUS reports  <b>INDICATOR DESCRIPTION:</b> Farmers using agricultural production practices that protect the environmental resource base. Examples of the practices are: contour canals, alley cropping, check dams, rock walls etc.  <b>COMMENTS:</b> Demand for higher value trees and other economically viable sustainable practices by the farmers continue to increase. In addition the program is expanding into new areas.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	64,000	91,000
	1996	101,032	103,240
	1997	126,435	152,524
	1998	155,000	166,369





### C. STRATEGIC OBJECTIVE No. 3: SMALLER, HEALTHIER, BETTER EDUCATED FAMILIES

**Summary:** Strategic Objective (SO) three, “smaller, healthier, better educated families” aims to decrease the total fertility rate, reduce infant mortality, reduce malnutrition rates among children under five, and increase the percentage of students completing primary school. In order to accomplish this objective, activities are geared toward five intermediate results: (1) strengthened national framework for decentralized health services; (2) improved delivery of primary and reproductive health services; (3) improved nutritional status of vulnerable households; (4) improved national education policy; and (5) improved quality of primary education. Our principal customers are men and women of reproductive age, children under 5, and primary school children. Impressive gains have been realized in both the health and education sectors.

Under USAID/Haiti's FY 1999-2004 Strategic Plan, its health and population interventions will be captured under a revised strategic objective, "healthier families of desired size," with four new intermediate results: (1) increased use of quality child survival and nutrition services; (2) increased use of quality reproductive health services; (3) women empowered; and, (4) youth better prepared for and men more engaged in responsible family life. Moreover, USAID's program in the education sector will fall under a new objective, "increased human capacity", and focus on improving the quality of primary education through better learning, better community support to schools and improved policy. This new SO also includes assistance to orphans and children at risk, as well as improved access to information and communication technology.

**Key Results:** Progress in the social sectors has been very encouraging, with the results of partners' efforts showing the SO to be on-track. USAID's partners have matured, benefiting from the development and dissemination of national norms and standards, as well as from technical assistance and training in child and reproductive health, logistics management, results monitoring, and use of data for decision-making. Our partners have formed associations and share best practices and lessons learned. Four of the partners attracted the attention and support of the U.S. First Lady, obtaining supplementary funds totaling \$5.6 million from U.S. foundations to expand a range of innovative activities targeting different elements of the Haitian population. Clearly an NGO network of viable institutions has emerged in the sector.

Looking at child survival results, end-of-the-year survey data show that the percentage of low weight-for-age children ( $<-2/SD$ ) declined from 22.6% to 18.5% in USAID project areas. In addition, Title II Cooperating Sponsors' measured fewer stunted children in areas where the program has been active for 5 years -- 26.1% compared to 39.7% in new centers.

An analysis of contraceptive prevalence (CPR) data for 1995, 1997 and 1998 reveals a dramatic shift to more effective family planning methods by couples in Haiti, and USAID can proudly take credit for contributing significantly to the change. CPR for modern methods was 13.2 % nationwide in 1995 (source DHS), 15% in USAID project areas in 1997 (source MSH), and 25.2% (MSH) in USAID areas in 1998. Total CPR -- traditional plus modern methods -- for the same years was 18%, 29.7% and 30%, respectively, in USAID supported areas. With several modern contraceptive methods now widely available, the rapid shift from reliance on traditional FP methods to modern methods not only confirms the existence of high unmet demand (48% in 1995, DHS), but also the latent absorptive capacity of Haitian health institutions to satisfy this need.

Gains in the education sector were equally impressive. The primary school completion rate rose from 55% to 64%. While not wholly attributable to USAID, the thousands of textbooks provided and the 4,600 teachers trained by USAID over the past few years have clearly improved the quality of primary education. The pass rate in schools which are members of FONHEP, the organization of private schools supported by USAID, remains above the national average and also increased from 66% to 68%. In our PL-480 Title II school feeding program, the pass rates were 70% and 72% in ADRA and CRS-supported schools, although only 54% in CARE schools which are located in the isolated Northwest Department. In addition, despite the fact that the current political impasse prevented the Ministry of Education from submitting the National Education Plan to Parliament for ratification, the Plan is being applied by all actors in the sector.

**Performance and Prospects:** The dramatic shift toward the use of modern contraceptive methods is due to USAID support for expanded reproductive health services, elaboration by the Ministry of Health of national reproductive health service norms and standards, a strengthened contraceptive logistics system, a steady supply of commodities, and a successful social marketing program. The Ministry of Health has been instrumental in assuring the successful implantation of systems and programs by both private and public sector institutions.

Sales of social marketing contraceptive products surpassed 1997 levels with sales of oral and injectable contraceptives increasing 10% and 14% respectively. Sales of the social marketing condom initially plummeted after a reduction in the subsidy, but by November had regained pre-price-hike levels. Increased availability and use of reproductive health services is seen in the 36% increase in the number of women making at least three prenatal visits, and in the 15% rise in the number of attended births.

In the area of child survival, measles immunization rates exceeded the target of 67% reaching 74% in USAID-funded facilities. Thanks to USAID grant support to PAHO and UNICEF for measles vaccination work in the public sector, and to the excellent outreach efforts of NGO partners in the private sector, there has not been a reported and confirmed case of measles in Haiti since 1996. The Title II Cooperating Sponsors, working closely with local NGO partners, expanded the number of sites integrating health programs with food supplementation for pregnant and lactating mothers and eligible infants by 31%, reaching a total of 103,353 people. This intervention, combined with good harvests in 1998, enhanced food security and contributed to the impressive decline in malnutrition cited above.

Two other child survival indicators -- use of oral rehydration salts and distribution of vitamin A -- missed their targets due to stockouts of these products, supplied by other donors, and to the Ministry of Health's preoccupation with other critical issues. UNICEF procured emergency stocks of ORS and vitamin A at the end of 1998 and made provisions for procurements in 1999. Responding to findings of a 25% incidence of diarrhea in children during the 2 weeks preceding USAID-financed impact studies conducted in 1998, the Ministry gave support to a nationwide ORS social marketing program financed under a USAID child survival grant.

In the education sector, USAID-financed teacher training, distance education and expanded PL-480 Title II school feeding programs have led to improved quality of education and enhanced student performance. The Education-2004 project completed its first full year of operation, establishing its program of teacher training and distance education in 169 schools. USAID trained 928 teachers this year, for a total of 11, 000 trained since 1986, nearly half of them since project

re-inception in 1995. The best testimony to the effectiveness of this training is the Ministry of Education's recent decision to adopt components of the USAID-funded training program for public school teachers.

**Possible Adjustments to Plans:** Preparations are underway for the design of Phase II of USAID's HS-2004 Activity which is expected to begin in early FY 2000. Research and preparatory work for the design may reveal sector needs or gaps which the Mission would decide to address in 1999, rather than delay until Phase II. Program sustainability concerns will be brought to the forefront during Phase II and an innovative performance-based financing model will be piloted with a select group of NGO partners beginning in early 1999. Lessons learned from this approach may influence the future direction of Phase II. USAID is also finalizing its strategy for strengthening HIV/AIDS and STD activities, so that current interventions may be revised or new activities implemented in the coming year.

Assuming there will be an acceptable GOH with whom to work, the USAID education program will continue its policy dialogue with the Ministry of Education. Our deepening relationship with the Ministry has noticeably improved the collaboration between the public and private sectors. The adoption by the Ministry of diagnostic and teaching tools developed by FONHEP is evidence of this improvement. USAID will be taking a lead with the IDB and World Bank on policy issues under their new \$60 million joint program, assuming it gains Parliamentary approval.

**Other Donor Programs:** USAID takes the lead in family planning, HIV/AIDS prevention and education, and plays a key role in child survival (CS) including grant support to UNICEF and PAHO for the national vaccination program. USAID also finances RH and CS service delivery. PAHO assists the Ministry's infectious disease and essential drugs programs. UNICEF provides technical assistance for immunization and integrated management of childhood illnesses, and Japan supplies vaccines, medicines, and equipment for these programs. The EU, World Bank, and IDB assist with health systems and administration, infrastructure, and decentralization. The Dutch provide funds for contraceptive social marketing. UNFPA finances clinical family planning training, advocacy and population policy, as well as interventions targeting youth. In the education sector, the IDB is the largest donor after USAID, followed by the EU. The IBRD is planning major support to the sector if Parliament ratifies of its proposed program. Other donors include, UNESCO, UNICEF, French Cooperation and Spain. CIDA, UNDP, JICA and EU are also donors to school feeding.

**Major Contractors and Grantees:** USAID administers its health/population program through a U.S. firm, Management Sciences for Health, which in turn negotiates sub-grants and contracts with U.S. PVOs and Haitian NGOs. A separate grant program, focusing exclusively on reproductive health and family planning, is managed by the Haitian NGO Association of Private Health Providers. In the education sector the leading partner has been FONHEP. Since 1997, the sector has also been supported through a contract with Academy for Education Development (AED), the prime contractor implementing our education program. The food aid programs for school and health are implemented through three U.S. PVOs: CARE, Catholic Relief Services and the Adventist Relief and Development Agency.

**PERFORMANCE INDICATORS FOR  
"SMALLER, HEALTHIER AND BETTER EDUCATED FAMILIES"(S03)**

<b>STRATEGIC OBJECTIVE NO. 3:</b> Smaller, healthier and better educated families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Percent of children under 5 years old with acute and chronic malnutrition in program			
<b>UNIT OF MEASURE:</b> Weight for age < - 2SD  <b>SOURCE:</b> (a) National percentage estimated by DHS (b) Based on Gomez Classifications in PL-480 Title II (c) USAID/Haiti projections in percentage (Expressed as weight for age < - 2SD) (b) MSH Survey of grantee-served populations (rural), June & Nov. 1997 (e) UNICEF Nutrition survey in CARE-served areas, not covered by MSH grantees (f) MSH 1998 survey/impact studies of SO3 partner (grantees and cooperating sponsors) served areas.  <b>INDICATOR DESCRIPTION:</b> Percentage of children <5 years with weight-for-age less than 2 standard deviations.  <b>COMMENTS:</b> FY 96 figures reflect data from PL-480 Title II program areas. FY 97 and 98 figures reflect the nutritional status of all populations served by SO3 health and nutrition programs.  Beginning in 1999, height-for-age data will be reported to be consistent with Agency-wide reporting preferences.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)	27.5 (a)	21.7 (b) 19.4 (b) 34.6 (b)
	1996	26.5 (c)	19.5 (b) 23.0 (b) 26.6 (b)
	1997	25.5 (c)	22.6 (d) 22.3 (e)
	1998	24.5 (c)	18.5 (f)

<b>STRATEGIC OBJECTIVE NO. 3:</b> Smaller, healthier and better educated families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> HAITI/USAID			
<b>RESULT NAME:</b> IR3.2: Improved delivery of primary and reproductive health services to target populations			
<b>INDICATOR:</b> IR3.2.1: Measles immunization rate among children of 12-23 months			
<b>UNIT OF MEASURE:</b> Percentage of 12-23 month-old children immunized for measles in target areas.  <b>SOURCE:</b> (B) Baseline (a) DHS (nationwide) (b) MSH contractor reports (c) USAID/Haiti projections (d) MSH 1997 and 1998 surveys/impact studies of grantee-served populations  <b>INDICATOR DESCRIPTION:</b> The percentage of 12-23 months of age in program areas vaccinated with 1 dose of the measles vaccine.  <b>COMMENTS:</b> Unless indicated, data is drawn from population-based surveys. In 1997, measles rate for rural areas was 59.4% and 79.9% in urban areas. In 1998, rural was 76.3% and urban was 69.6% which attests to the efforts made in 1998 to target non-metropolitan areas. Beginning next year, full immunization will be reported.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		47.9
	1995	50	48 (a)
	1996	55	59 (b)
	1997	57	65.5 (d)
	1998	67 (c)	74 (d)

<b>STRATEGIC OBJECTIVE NO. 3:</b> Smaller, healthier and better educated families			
<b>APPROVED:</b> 24/08/1996 <b>COUNTRY/ORGANIZATION:</b> Haiti/USAID			
<b>RESULT NAME:</b> IR3.2: Improved delivery of primary and reproductive health services to target populations			
<b>INDICATOR:</b> IR3.2.4: Contraceptive prevalence rate for modern methods at USAID-financed sites			
<b>UNIT OF MEASURE:</b> Rate (percent) of contraceptive prevalence for modern methods in program areas.  <b>SOURCE:</b> (a) Demographic Health Survey (DHS) 1994-95 (nation-wide CPR modern methods) (b) MSH 1997 and 1998 survey/impact studies of grantee-served populations  <b>INDICATOR DESCRIPTION:</b> Percentage of women of reproductive age (15-49) in program areas using a modern method of contraception.  <b>COMMENTS:</b> This indicator and targets are new, replacing the indicator CPR for all methods. Between 1994 and 1998, Haiti made the transition from a heavy reliance on traditional contraceptive methods to the use of modern methods, going from 13.2% CPR modern methods (national average) to 25.2% at USAID-financed sites. This clearly is attributable to FP work by USAID partners. Following further analysis of 1997 and 1998 Impact Surveys, CPR targets may be revised for next year's R4.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994 (B)		13.2 (a)
	1995 (B)	n/a	13.2 (a)
	1996	n/a	n/a
	1997	n/a	15.0 (b)
	1998	n/a	25.2 (b)

<b>STRATEGIC OBJECTIVE No. 3:</b> Smaller, healthier and better educated families			
<b>APPROVED:</b> 24/08/1996		<b>COUNTRY/ORGANIZATION:</b> Haiti/USAID	
<b>RESULT NAME:</b> Same as Objective			
<b>INDICATOR:</b> Completion rate of primary schools students			
<b>UNIT OF MEASURE:</b> Percent  <b>SOURCE:</b> (a) This is a figure based on data available from the Ministry of Education (b) Ministry of Education (c) Ministry of Education, data is lacking for the Grande-Anse Department, accounting for about 3% of students.  <b>INDICATOR DESCRIPTION:</b> National average pass rate of sixth grade students on the standardized <i>Certificat d'Etudes Primaires</i>  <b>COMMENTS:</b> This FY 98 the overall performance is better and has improved beyond expectations due, in part, to the efforts to implement the official curriculum in more schools, particularly, non-public schools. Data is lacking for about 3% of students.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995 (B)	47 (a)	47(a)
	1996	50.5	54.6 (b)
	1997	54	53 (c)
	1998	57.5	64.06(c)



## PART III: RESOURCES REQUEST

### A. Program funding by Strategic Objective

USAID/Haiti has begun implementation of its FY 1999-2004 development strategy with reduced resources. Planned funding for the implementation its six-year strategy has decreased from \$640 million ESF to \$420 million and from \$60 million P.L. 480 Title III to \$10 million. Total funding of \$150 million under P.L. 480 Title II is maintained.

During the first year of interventions under the new strategy, the Mission again suffered an effective decrease in program levels when \$5.25 million of its FY 99 ESF budget, was reprogrammed to cover unexpected budget requirements.

The FY 1999 budget is presently composed of \$71.75 million ESF (including \$4 million "Recoveries": \$2 million carried over for *Budget Support*, unplanned \$2 million provided in support of reconstruction efforts following Hurricane George), \$25.58 million P.L. 480 Title II, and \$10 million P.L. 480 Title III. Funding requests for each of the following fiscal years 2000 and 2001 are \$70 million ESF and \$26.43 million P.L. 480 Title II. (Per LAC guidance, "Recoveries" are not reflected in budget tables.)

The Mission has allocated its reduced resources among the strategic objectives so as to keep the strategic focus on reducing poverty while building a democratic society. Support is provided for economic growth, the environment, child survival, population, HIV/AIDS, basic education, and democracy and governance. However, considering both budget constraints and the evolving political situation, implementation of some elements of the strategy will be slower than planned or redesigned. Investments in high potential zones will be reduced in the first year and quality reproductive health services will not be increased as much as planned, while local governance activities and support to the parliament will be reduced until it is clear that circumstances allow renewed activity in those areas. Also, whereas Agency forward funding guidelines recommend activity pipelines of 12 to 24 months, funds available to the Mission allow six months end-of-fiscal year pipelines for all SOs.

The program is implemented through five strategic objectives and two special objectives:

#### **Program Funding (ESF)**

##### **SO 1: Sustainable Income Increase for the Poor (SIIP)**

*FY 99: \$22.47 million, FY 00: \$22.32 million, FY 01: \$22.32 million*

In FY 99, funding for activities in support of sustainable agricultural productivity and financial services to micro-enterprises are maintained at \$13.9 and \$3 million respectively; funding for improved investment policies has been reduced to \$1.26 million and investments in the high potential zones have been reduced to \$4 million.

For both fiscal years 2000 and 2001, funding for strengthening zones of high economic growth potential will increase to \$6 million.

**SO 2: Environmental Degradation Slowed (EDS)**

*FY 99: \$2.24 million, FY 00: \$2.23 million, FY 01: \$2.23 million*

At this low budget level, funding is maintained at \$2.2 million in order to preserve gains against environmental degradation which have been made to date.

**SO 3: Healthier Families of Desired Size (HDFS)**

*FY 99: \$24.64 million, FY 00: \$22.37 million, FY 01: \$22.37 million*

Adequate funding is maintained for this SO with \$24.64 million for FY 1999 and \$22.37 million in fiscal years 2000 and 2001. In FY 99, quality child survival and nutrition services are funded at \$13.8 million; quality reproductive Health services at \$8.03 million; women empowerment at \$.2 million and social marketing and targeted information campaigns for increasing youth and male involvement at \$2.34 million.

*Field Support*

Approximately \$2.7 million is allocated each year to field support for contraceptive products and specialized technical assistance directly linked to achieving the Healthier Families of Desired Size SO and intermediate results targets.

**SO 4: Increased Human Capacity (IHC)**

*FY 99: \$3.58 million, FY 00: \$6.34 million, FY01: \$5.6 million*

In FY 99, Intermediate Result "Improved Quality in Primary Education" is funded at \$3.04 million (a reduction of \$2.46 million to reflect the significant forward funding provided for at project start up). "Provision of Educational Opportunities for Vulnerable School-age Children" is maintained at \$.250 million and "Improved Access to Information" is decreased by 50 percent to \$.250 million.

Both for fiscal years 2000 and 2001, activities to "Improve Quality in Primary Education" are adequately funded at \$5.6 million, the same funding is maintained for orphans at \$.250 million and Intermediate Result "Improved Access to Information" is budgeted at \$.5 million.

**SO 5: More Genuinely Inclusive Democratic Governance Attained**

*FY 99: \$7.33 million, FY 00: \$12.24 million, FY 01: \$12.24 million*

In FY 99 major reprogramming has been made to reflect the changing political environment and planned funding has been cut 20% under this strategic objective.

During FY 99, USAID will channel its planned obligation to finance peaceful, constructive civic action initiatives to protect and strengthen constitutional democracy in Haiti. Funding for Civil Society Organizations is increased by \$1.19 million to \$3.69; one million is made available for Elections activities; support for local government and parliament is not funded; and administration

of justice activities are reduced by \$1.5 million to a new level of \$2.50 million.

In FY 2000, approximately \$3.24 million will be needed to support election activities. Funding requested for local governance (\$2.5 million), administration of justice (\$4 million) and support to the civil society (\$2.5 million) are based on the assumption that USAID will have legitimate, freely-elected counterparts with whom to work.

### **SpO 1: Streamlined Government**

*FY 99: \$5 million*

“Budget Support” funds, \$3 million, were used during FY 98 for elections support. This amount originally planned for elections in FY 99 is returned to “Budget Support”. In addition, \$2 million “recoveries”<sup>1</sup> have also been carried over in FY 99 for “Budget Support”.

Available pipeline (\$10.8 million) under the Policy and Administrative Reform activity at the beginning of FY 99 will be used through the end of FY 2000 for privatization transactions, formalization of informal sector assets, civil service downsizing and technical assistance in support of the Government of Haiti's structural adjustment initiatives.

### **SpO 2: Police Better Protect and Serve Haitians Nationwide (ICITAP)**

*FY 99: \$6.5 million, FY 00: \$4.5 million, FY 01: \$4.5 million*

In FY 99, funding for the Intermediate Result “Strengthened Haitian National Police” has been increased by \$2 million from \$4.5 to \$6.5 million.

### **Non Emergency Title II**

Planned activities carried out with PL-480 Title II resources support the education, health and economic growth strategic objectives. Specifically, the school feeding program provides hot meals to 500,000 school children every day and is closely integrated with the mission Education 2004 program. Similarly, the maternal child health (MCH) program provides nutrition supplements to underweight women and malnourished children who are identified through USAID-funded and other health care providers.

Title II food aid also supports food for work activities that upgrade infrastructure in slums in the country's secondary cities, as well as rehabilitate roads and irrigation systems in areas where USAID agriculture programs are implemented.

In FY 2000 and 2001, USAID/Haiti is requesting \$26 million worth of Title II commodities. Of this amount, its partners will monetize approximately \$10 million per year to support program implementation.

### **Title III**

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<sup>1</sup>Per LAC guidance, “Recoveries” are not reflected in budget tables.

An amendment to the 3-year PL 480 Title III Agreement was signed August 6, 1998 granting agricultural commodities valued at \$10 million, including transportation, to the Government of Haiti for FY 1998 in support to enhanced food security through poverty and population growth reduction objectives.

As projected in the preceding R4 document, USAID/Haiti and the GOH capitalized on the reopening of the recently privatized local flour mill to ship half of the \$10 million program level as wheat, sold at non-subsidized prices. Wheat flour was provided for the balance of the FY 1998 program and sold by the GOH PL 480 Title III Management through private sector channels at prices that reflect local wholesale prices.

The parliamentary and governmental impasse that has loomed over Haiti for the last 21 months did not bode well for implementing the policy reforms called for under the current Title III program. Nevertheless, the GOH has continued with the implementation of the reforms that were achieved in FY 97, such as gaining agreement with Haiti's Central Bank to allow local currency generated by the Title III program to be deposited in interest bearing, commercial bank accounts. For FY 98, GOH performance with respect to compliance with Title III conditionalities is to be reviewed by June 1999. The following actions have already been taken to respond to those conditionalities:

In response to the first two conditionalities, concerning efforts to reinvigorate regional ports and to stimulate private sector investment in regional economies, the GOH has,

- provided IDB funds for the rehabilitation of the seaport of Saint-Marc, a secondary city located in the Artibonite;
- used substantial Title III local currency generations to contract with private firms for the reconstruction of key infrastructure in and around the designated secondary cities of Jacmel and Gonaives (seaport of Jacmel, Jacmel-Marigot road, Marigot irrigation system, Puylboreau-Marmelade road; and
- implemented of agricultural, road, market and environment infrastructure in the North-West through PVOs (CARE, UNOPS).

In support to the requirement for policy reforms and strategies aimed at reducing population growth, the GOH has,

- concluded its first Title III-funded grant agreement with a local NGO for the strengthening and expansion of its loan portfolio to female micro-entrepreneurs, at market rates, in the Pignon (central Plateau) area, and the identification of a similar opportunities in the vegetable producing areas of Upper Pétion-Ville and Kenscoff;

Finally, as the FY94-94 Title III program was being concluded, the USG waived conditionalities concerning finalization of the National Environmental Action Plan (NEAP). This waiver was granted recognizing that the national dialogue on the plan was still moving forward. As reported above, this conditionality, though waived, has now been satisfied.

As FY 1998 was ending, Haiti was hit by Hurricane Georges (September 22, 1998). This storm wrecked havoc on the country's fragile ecology and already weakened rural economy. A substantial share of Title III resources earmarked to development activities was redirected to respond to immediate relief and rehabilitation needs as well as for medium term reconstruction of key rural

infrastructure, especially irrigation and roads. Much of these monies were advanced against a USG pledge of \$5 million in Section 416(b) in FY 1999 and \$5 million in FY 2000. The resulting emergency "Bounce Back Program" has to date engaged over \$12 million in local currency. While Mission is aware that the Title III program will probably not continue beyond 1999, the special circumstance of the Georges-related recovery program and distinct opportunities to contribute to the attainment of USAID's strategic objectives plead eloquently in favor of maintaining the Title III for Haiti during the lifetime of the 1999-2004 Strategy at an annual rate of \$10 million, or using some other form of monetized food aid such as 416(b).

## **B. Workforce and Operating Expenses**

**Overview:** Haiti has been struggling to operate under continuous budget constraints and deteriorating living conditions at post. In the last five years, OE levels have been greatly diminished, forcing us to deplete our funds in the first nine months of each fiscal year. Additional funding has been necessary at the end of the year for emergency items to keep the mission operating during the funding crisis. One step taken in FY1998 to relieve the budget was to fund FSN salaries for eleven months or 24 pay periods instead of the usual 12 months or 26 pay periods. This year will be no exception. The following major issues affect the Haiti mission and there is no relief foreseen:

**Hurricane Georges:** Haiti was severely hit by hurricane Georges in September 1998 resulting in increased OE costs to assess hurricane damage and for the implementation and follow-up of the relief program. Assessment and implementation is estimated at \$274,000 to cover the following:

- 1- GSO motor pool was vastly overwhelmed by the heavy use of the deteriorating fleet of vehicles. Replacement for many of our vehicles is necessary in FY1999.
- 2- Overtime paid for drivers for assessments and implementation needs.
- 3- Funding of TDY for headquarters personnel and additional field trips.

**FSN Salaries:** (Per PaP 004055) Post is planning for a 20 percent across-the-board adjustment. A salary increase of less than 20 percent will have a serious impact on FSN morale and could result in recruitment/retention difficulties, especially in terms of highly qualified FSN staff. Note: The United Nations recently granted a 34 percent wage increase to its employees. The post wage compensation plan is based on the UN salary data.

-Net increase to FY99 budget: \$155,000

**Living Conditions:** For the past three years, the Mission has been unable to fully procure its planned NXP and vehicle needs and is operating with the bare necessities under these budget restraints. The following items will have a negative effect on the current year's budget:

- 1 – The average housing costs (rents, utilities, maintenance, security guard services) at post have increased from \$47,500 in FY1998 to an estimated \$52,800 in FY1999, or an increase of 11.3 percent.

-Net increase to the budget is \$106,000.

2 – This fiscal year COLA was authorized and due to the political situation and insecurity an unexpected number of the staff has opted for SMA for spouses.

-Net increase to FY99 budget: \$61,200

3 -- LAC basically uses the stationary stateside inflation rate of 2.3 percent. The Mission must use the prevailing inflation rate of 10 percent on local cost. The same rate will apply through the year 2001.

-Net increase to FY99 budget local costs excluding salaries: \$32,800.

Local inflation rate for the past four years have varied as follows:

-FY95 30.2 percent

-FY96 21.9 percent

-FY97 16.2 percent

-FY98 10 percent

The Haitian gourde has remained fairly constant (between 16 and 17) during the past three years.

4 -- Port-au-Prince's main supplier of electricity has been completely unoperational forcing the office and residences to run generators at least 16 hours a day. At this point, there is no solution foreseen to resolve this problem which will require major maintenance and use of large amounts of fuel.

- Net increase to FY99 budget for maintenance and additional fuel: \$30,000.

5 -- Other miscellaneous increases are related to changes in family size due to transfers and reassignments, increase in the Haiti per diem rate, and frequency of field trips.

- Net increase to FY 99 budget: \$46,000

**FY1999:** Our request is \$5,131,000. In order to meet our current target budget level of \$4,700,000, the Mission is forced to make the following OE budget cuts:

- Mission is forced to reduce USDH staff by one person. The new total will be 19, including one IDI. Even with the current projected staff reduction, the Mission will not meet its target budget level.
- Taking into consideration an expected increase of \$274,000 for the hurricane supplemental, our net shortfall is \$124,000 forcing us to cut our procurement plan by 61 percent from \$323,500 to \$199,500.

**FY2000:** In order to meet the unrealistic target level of \$4,700,000 from our request of \$5,450,600, it would be necessary to eliminate NXP and vehicle purchases, FSN salary increases, staff training, and one additional USDH.

**FY2001:** To meet the unrealistic target level of \$4,700,000 from our request of \$6,102,000, NXP including vehicles, ADP, FSN salary increases, staff training, and additional two USDH would

have to be eliminated. Other line items such as maintenance, supplies, operational travel would be cut in half. The jump in our 2001 request is due in part to the heavy transfer and reassignment costs expected during that FY.

**CONTROLLER BREAKOUT:** The controller staff is comprised of two USDH and 18 FSN including two program funded financial analysts which do not show in the budget. We believe this staffing level is adequate to ensure integrity of the accounting and payment system, the financial analyses and support the SOs.

## ANNEX 1 REVIEW OF ECONOMIC PERFORMANCE AND ECONOMIC REFORMS

### Overall Performance Analysis.

In spite of the persistent political crisis that began with the resignation of Prime Minister Rosny Smarth in June 1997, the GOH management of macroeconomic policies was, in reference to the IMF FY 1998 Shadow Program, sound. All fiscal and monetary benchmarks agreed to with the IMF were met. Real economic growth was 3.1 percent (compared with 1.1 percent in FY 1997 and 2.0 percent for IMF FY 1998 benchmark) and inflation was 8.3 percent (compared with 17.0 percent in FY 1997 and 14.0 percent for IMF FY 1998 benchmark). With USAID assistance under the *Policy and Administrative Reform (PAR) Project*, the GOH also satisfactorily achieved IMF FY 1998 structural benchmarks for the downsizing of the Haitian civil service and continued progress in the SOE privatization process. Continued financial sector reform was also achieved with IFI assistance. Having met all the FY 1998 benchmarks, GOH was able to negotiate a FY 1999 Shadow Program with the IMF.

### Reduced Size of Para-Public Sector.

Despite commendable effort by CMEP (the GOH Privatization Board) to select transparently the winner bidder for the cement plant in December 1997 and to complete all sale negotiations, the cement plant privatization transaction still can not be consummated because there has been no duly-ratified Prime Minister to sign the sales. Thus, the actual result achieved under the SOE privatization IR is below par as it calls for one state owned enterprise to be "privatized" in FY 1998.

It should, however, be emphasized that the GOH met all the privatization benchmarks established under the IMF FYs 1997 and 1998 Shadow Programs. Thus, there was significant progress made under this SOE privatization IR in FY 1998. With USAID-financing, CMEP selected, under IBRD rules, three U.S. firms to prepare the bid documents and related materials for the privatization of the PaP seaport, PaP airport and Téléco. It is expected that, by end-March 1999, the USAID-financed Nathan Associates-led consortium would have prepared for CMEP an Information Memorandum for Potential Investors and the Request for Bids Documents for the seaport "modernization". It is also expected that final negotiations and turnover of management of the PaP seaport would be completed during Summer 1999.

Work on the "modernization" of the airport by a Citibank-led consortium began in early 1998. It is expected that an Information Memorandum for Potential Investors and the Request for Bids Documents for the PaP airport concession would be ready for release in Spring 1999, with a contract awarded by the end of the Summer of 1999.

Preparatory work for the sale of the state-owned telephone company, Téléco, has been carried out by a consortium of U.S. firms led by the Sterling International Bank since August 1998. Privatization of Téléco is, however, not expected to occur before 2000. While the Téléco transaction has been delayed, the expansion of the wireless communication sector has been



somewhat surprising. Three wireless communication licenses have been, in 1998, granted to COMCEL, HAITEL and RECTEL by CONATEL, the telecommunication regulatory agency, working jointly with Téléco and the Ministry of Transportation. What is, however, less remarkable but not at all surprising is that the granting of those licenses by CONATEL was totally non-transparent and shrouded in secrecy. Nevertheless, in that high-transaction cost environment, HAITEL and RECTEL have already begun their market tests by providing pre-commercial services and COMCEL has also begun to import and install its equipment.

### **Restructuring of the *Banque Nationale de Crédit (BNC)***

An effort to restructure the seriously decapitalized *Banque Nationale de Credit (BNC)* began in FY 1998. With prompting from the IMF, several actions were taken: (1) a new Board of Directors was installed; (2) the 500+ employees work-force was first drawn down by 60 (mainly the most senior officers); (3) six new senior managers were hired for a two-year period to strengthen the management; (4) consultants were brought in to assess BNC needs in terms of information systems, training and infrastructure needs; and (5) the firm Mérové Pierre & Associates (KPMG) was recruited to prepare the 1997 and 1998 financial statements. Outside consultants completed a diagnostic of BNC for the Central Bank that confirms what has been common knowledge -- BNC's human resource base is bad; internal procedural control is bad; managerial control is bad; infrastructure is bad; information system almost non-existent; and financial statements have no integrity. Before a restructuring plan could be put in place based on this report, a late-February 1999 strike of some 200 unproductive employees at the Port-au-Prince headquarters has stalled the entire restructuring process.

### **Civil Service Downsizing**

Results achieved by the GOH under civil service downsized in FY 1998 far exceeded all the targets set under the USAID and IMF programs. What is impressive about these results is that they were achieved within a seven-month period, June to December 1998, instead of the originally planned eighteen-month period.

Having reached agreement with the IMF on the FY 1998 Shadow program, the GOH created the institutional framework -- a Presidential CSD Committee supported by a CSD Technical Secretariat (TS) -- for the implementation of its CSD program in April 1998. On 14 and 25 May 1998 respectively, the GOH published the CSD Law and its Implementing Regulations in the official gazette "Le Moniteur" and, thus, launched the process to downsize the Haitian civil service. Responding to, and even anticipating, GOH needs, USAID provided technical support to all aspects of the CSD TS work.

The CSD TS launched, with the management and logistical support from a USAID-financed management/audit firm, the extremely difficult and contentious face-to-face verification of the distribution of some 52,755 payroll checks to civil servants working in 22 Ministries, Public Institutions and Universities in June 1998 to identify "irregular and ghost" employees. By end-December 1998, 3,125 "irregular and ghost" employees were removed from the GOH payroll with few social or political incidents -- a real accomplishment within a highly politically charged environment.

To assist the newly created CSD TS in the difficult task of processing some 9,000 applications for

voluntary departure and early retirement, USAID provided the services of a local management/audit firm to provide day-to-day assistance and personnel to help in the review, decision and computation of related severance payment and pension restitution. By end-December 1998, 5,381 employees had voluntarily left the Haitian civil service with severance payments and pension restitution; and 693 employees had been laid off with severance payments.

Based on the success of CSD effort -- which were tracked, monitored, verified and reported by the same USIAD-financed management/audit firm -- Canada granted \$11 million in budget support to the GOH to directly finance CSD severance/pension payments and the European Union gave an additional \$ 10 million of general budget support in FY 1998. In addition, the removal of 9,199 checks from the GOH payroll -- a reduction of 15.7 percent -- yielded approximately \$19 million in annual budget saving -- 5.0 percent of FY 1998 total expenditures. Those FY 1998 payroll savings enabled the GOH to effectively control the wage bill for the first time since the return of constitutional rule to Haiti in FY 1995. The ability to control the wage bill and, thus, public expenditures enabled the GOH to better control inflation -- the twelve-month inflation rate was 8.2 percent in September 1998, the lowest since FY 1989 -- and the Central Bank to lower interest rates and boost private investments and real economic growth. Real GDP growth was 3.1 percent in FY 1998 while it was only 1.1 percent in FY 1997.

The USAID-financed management/audit firm also assisted the CSD TS to "clean" and restore the integrity of the GOH payroll during and after the face-to-face verification of the distribution of payroll checks. By end-December 1998, each civil servant on the GOH payroll was identified by a properly spelled name, a single NIF and other unique personal biographical data. Finally, to enable the GOH meet its commitment to provide short-term retraining benefits to departing civil servants -- an added enticement for employees to voluntarily leave GOH employment -- USAID recruited a local consortium of education/management firms to implement a short-term retraining program for departing civil servants.

### **Civil Service Reform**

The CNRA (Commission Nationale Pour La Réforme Administrative) was created in December 1996 to diagnose the Haitian public sector and make recommendations to restructure the Haitian civil service and Ministries. Since that time the CNRA has produced: 1) a comprehensive diagnostic of the Haitian civil service and Ministries; 2) several reports proposing to restructure the various government sectors; and, 3) a new job classification/nomenclature and a new salary scale. Unfortunately, the GOH has taken no action on the CNRA proposals and, thus, no concrete actions or progress were made in 1998 in civil service reform. CNRA has also organized workshops for the General Directors of the entire GOH to discuss the role of the Haitian civil service and seminars for GOH officials around the themes of the role of the State, the role of the civil service, and the relationship between the GOH and its citizens. CNRA's mandate expired on 31 December 1998. However, it appears the CNRA mandate will be renewed by Presidential Decree. CNRA has been receiving technical assistance from UNDP, Canada and France.

Since late 1998, the GOH has begun working jointly with the IMF to review and update existing regulations regarding procedures for hiring civil servants and introduce a mechanism to effectively control hiring. No tangible actions have, however, been taken in this area.

### **U.S. Treasury and Customs Technical Assistance.**

Although there is no FY 1998 performance indicator for the USAID-financed TA provided by the Treasury Department, two significant activities should be mentioned. The one-year U.S. Treasury assistance to the Ministry of Economy and Finance (MEF) was extended by an additional sixteen months and was terminated in end-January 1999. During that period, U.S. Treasury experts worked in close coordination with IMF experts to assist MEF better control public expenditures and played an especially supportive role in the execution of the CSD program. The U.S. Customs also provided, in FY 1998, short-term assistance to train customs officers, police officers and officers of the Port-au-Prince Port Authority in the control of imported commodities to enhance tax revenue collection and curtail contraband. While there were other contributing factors over and above the USAID-financed U.S. Treasury and Customs TA, it should be noted that the GOH met all the IMF fiscal benchmarks in FY 1998.

### **New Special Objective Under FY 199-2004 Strategy**

Recognizing the importance on the on-going economic reforms, a Special Objective (SpO) entitled "Streamlined Government" was created in USAID/Haiti's FYs 1999-2004 Strategy. The objective of the Streamlined Government SpO is to support, within the framework of donor-financed IMF structural/financial reform programs, the maintenance and improvement of the macroeconomic environment by inducing reform in the policy areas of: privatization of state-owned enterprises (SOEs), civil service downsizing (CSD), civil service reform (CSR) in general, and improvement of GOH public resource management.

## **ANNEX 2**

### **POLITICAL EVENTS DURING FIRST TWO QUARTERS OF FY 99**

Events since the beginning of FY 99 have set back the struggle to consolidate democracy in Haiti and marked the strongest threat to it since 1991 when President Aristide was overthrown by the military. This deterioration in the country's transition to democracy was grounded in the failure of elections to take place, as planned, in November 1998. Nevertheless, the foundation built with civil society actors over the last four and a half years mitigates many of the negative effects of the crisis and increases the likelihood that democracy will ultimately be sustained. To serve as background, principal events in early FY 99 are outlined briefly below.

The key event creating the constitutional crisis took place on January 11, 1999, when President Preval announced that the terms of parliamentarians and local government officials had expired, justifying his decision by citing a 1995 Electoral Law-Decree that shortened the terms of parliamentarians and local government officials from the four years mandated in the Constitution. Candidates had agreed to run for office under the terms of the 1995 Law-Decree under the assumption that their seats would be contested again in the next elections, which were expected to be held in November 1998. However, when elections scheduled for 1998 were not held, the shortening of mandates resulted in the dissolution of the country's only multi-partisan bodies -- Parliament and local government.

While eight Senators remain in office, they are far too few to obtain a quorum and Parliament cannot function. (On March 1<sup>st</sup>, Senator Toussaint was tragically assassinated in Port-au-Prince, allegedly for political reasons, reducing the number of sitting Senators from nine to eight.) The Parliamentarians whose mandates expired did file a case against the Executive before the Supreme Court; however, on February 26, 1999, the Supreme Court determined that they did not have jurisdiction over this case, which should have been introduced in a lower court. Parliamentarians also filed a separate case against the Executive for freezing Parliament's back account and withholding paychecks. This case was introduced before a lower court with jurisdiction over emergency cases, which then was referred on March 1, 1999, by the judge to the Supreme Court.

Deliberations on this case have not yet begun.

At the local level, in accordance with a Presidential Decree issued on January 25, 1999, the Executive is appointing local government agents to replace elected mayors. In most cases, mayors have been asked to serve on local commissions; however, at least 10 principal mayors and 21 deputy mayors were removed via the Presidential Decree. In five additional communes, the matter of whether or not to re-appoint sitting mayors was not decided.

As testimony to the strength of civil society initiatives in the face of the crisis, the National Mayors Federation (FENAMH), after less than a year and a half in existence, emerged as the first national-level force for decentralization. FENAMH was active in representing mayors' interests and in obtaining concessions from the Ministry of Interior. During the fall of 1998, FENAMH negotiated with the President for the extension of mandates. When these negotiations failed to convince the President, FENAMH actively opposed the President's decision on the ground that their mandates emanate from their constituents and that by becoming executive appointees they would break this covenant. FENAMH's opposition served to soften the Executive's initial

statements, and the Ministry of the Interior in a press release guaranteed that local government commissions would have the full authorities provided for in the Constitution. FENAMH's strength has been severely compromised by the fact that the large majority of mayors eventually did accept positions as executive appointees, some due to political pressure and/or ambitions, others for financial needs, and others out of responsibility to the electorate. Only about 20 mayors who were offered this option have chosen, to date, not to be joint executive-appointed local government commissions, and it is unclear if or how FENAMH will continue to function.

Other civil society initiatives offer greater opportunities for a negotiated end to the crisis. The efforts of the business association-labor union alliance stand out as particularly impressive since they have carefully preserved a non-partisan position in a highly politicized environment. In negotiations with President Preval throughout the fall of 1998, the alliance earned the respect and trust of the President, and would likely be a participant in any conflict resolution effort.

Still many other civil society groups, most notably the Democratic Initiative (ID) and the Patriotic Initiative Committee (CIP), have lobbied for the peaceful resolution of the conflict. In press releases and conferences, a myriad of civic organizations are speaking out – some planning to organize election observation efforts, others simply stating their support for democratic institutions, and others urging negotiation and compromise. While there is overwhelming consensus that credible elections are the ultimate solution, the discussion and debate now centers around improving the environment and the rules of the game governing the next elections – whenever they take place.

## APPENDIX 3

## COMMON OBJECTIVES

Development Assistance Committee (DA) of the Organization for Economic Co-operation and Development (OECD),  
United States Agency for International Development in Haiti (USAID/Haiti), and the Government of Haiti (GOH)

DA GOALS	USG NATIONAL INTERESTS	SUMMIT OF THE AMERICAS	GOH TARGETS	USAID/HAITI TARGETS
- A reduction by one-half in the proportion of people living in extreme poverty by 2015.	II. ECONOMIC PROSPERITY 6. Promote broad-based economic growth in developing and transitional economies	III. ERADICATING POVERTY AND DISCRIMINATION 19. Encouraging microenterprises and small businesses	- A reduction by one-half in the proportion of people living in extreme poverty, from 19.5 in 1994 to 9.8 by year 2000.	SO: Broad-Based, Environmentally Sound and Sustainable Increases in Agricultural and Urban Incomes and Employment - Businesses created or reopened - New jobs created or saved
- Universal primary education in all countries by 2015.		III. ERADICATING POVERTY AND DISCRIMINATION 16. Universal access to education	- Improve quality of primary education by year 2000. - Reduce to ____ the school repetition rates - Reduce illiteracy rates from ____ in ____ to ____ in ____.	SO: Smaller, Better Nourished and Better Educated Families - Improved quality of primary education
- Demonstrated progress toward gender equality and the empowerment of women by eliminating gender disparity in primary and secondary education by 2005.			- Reduce female illiteracy rate from ____ in ____ to ____ in ____. - Reduce rural women illiteracy rate from ____ in ____ to ____ in ____	SO: Smaller, Better Nourished and Better Educated Families -
- A reduction by two-thirds in the mortality rates for infants and children under age 5 by 2015.	VII. GLOBAL ISSUES 16. Protect human health and reduce the spread of infectious diseases. 15. Stabilize World Population	III. ERADICATING POVERTY AND DISCRIMINATION 17. Equitable access to basic health services III. ERADICATING POVERTY AND DISCRIMINATION 17. Equitable access to basic health services	- Reduction by one-third in the mortality rates for infants (from ____ to __) by year ____ - Reduction by ____ infant and under-five mortality in the ____ provinces with the highest rates of mortality. - Prevalence in chronic malnutrition reduced from ____ in ____ to ____ in ____	SO: Smaller, Better Nourished and Better Educated Families
- A reduction by three-fourths in maternal mortality by 2015.			- Reduction to less than ____ by year ____	SO: Smaller, Better Nourished and Better Educated Families .
- Access through the primary health-care system to reproductive health services for all individuals of appropriate ages as soon as possible and no later than year 2015.	VII. GLOBAL ISSUES 16. Protect human health and reduce the spread of infectious diseases. 15. Stabilize World Population		- Access of the extremely poor to health systems will increase from 60% in 1995 to 100% by year 2000. - Reach a coverage of modern contraceptives to at least ____ of women in reproductive age, and at least ____ of women in union by year 2000.	SO: Smaller, Better Nourished and Better Educated Families

- The current implementation of national strategies for sustainable development in all countries by 2005, so as to ensure that current trends in the loss of environmental resources are effectively reversed at both global and national levels by 2015.	VII. GLOBAL ISSUES 14. Secure a sustainable global environment in order to protect the US and its citizens from the effects of international environmental degradation	IV. GUARANTEEING SUSTAINABLE DEVELOPMENT AND CONSERVING OUR NATURAL ENVIRONMENT FOR FUTURE GENERATIONS 21. Partnership for sustainable energy use 22. Partnership for biodiversity 23. Partnership for pollution prevention	GOH agenda includes: - Establishment of a national environmental management system, including an environmental fund and a national environmental information system. - Legislation on the use of natural resources and adoption of participatory management for protected areas. - Promotion of clean technologies and pollution prevention practices. - Establishment of environmental arbitration procedures. - Environment subjects in school and university curricula.	SO: Broad-Based, Environmentally Sound and Sustainable Increases in Agricultural and Urban Incomes and Employment - Increased environmental awareness and actions
- Capacity development for effective, democratic and accountable governance	V. DEMOCRACY 12. Increase foreign government adherence to democratic practices and respect for human rights.	I. PRESERVING AND STRENGTHENING THE COMMUNITY OF DEMOCRACIES OF THE AMERICAS 1. Strengthening Democracy 3. Invigorating society and community participation 5. Combating corruption	- Eliminate corruption, and improve transparency. - Enhance community participation in democracy	SO: Foster More Effective and Responsive Democratic Institutions and Empowered Communities - More effective and responsive legislature - Increased capacity to address and resolve community issues at local level
- Protection of human rights.		I. PRESERVING AND STRENGTHENING THE COMMUNITY OF DEMOCRACIES OF THE AMERICAS 2. Promoting and protecting human rights	- Improve protection of human rights through the Judicial system	SO: Foster More Effective and Responsive Democratic Institutions and Empowered Communities
- Respect of the rule of law.			- Increase access of the poor to the justice system. - Improve justice system.	SO: Foster More Effective and Responsive Democratic Institutions and Empowered Communities - More effective, self-sustaining judicial system and improved legal advocacy

Orgno: USAID/HAITI  
Org. Title: 25521

TRUST FUNDS FSN SEPARATION FUND  
**not applicable to USAID/HAITI**

**Foreign National Voluntary Separation Account**

Action	FY 98			FY 99			FY 00		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Unfunded Liability (if any)  
at the end of each FY.

**Local Currency Trust Funds - Regular (\$000s)**

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate(s) Used

**Trust Funds in Dollar Equivalents, not in Local Country Equivalents**

**Local Currency Trust Funds - Real Property (\$000s)**

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

**Trust Funds in Dollar Equivalents, not in Local Country Equivalents**



## Controller Operations

Org. Title: <u>USAID/HAITI</u> Org. No: <u>25521</u> OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	121.7		121.7	133.8		133.8	141.4		141.4	134.5		134.5	162.3		162.3
	Subtotal OC 11.1	121.7	0	121.7	133.8	0	133.8	141.4	0	141.4	134.5	0	134.5	162.3	0	162.3
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH	10.8		10.8	10.9		10.9	12.5		12.5	11.3		11.3	14.4		14.4
	Subtotal OC 11.5	10.8	0	10.8	10.9	0	10.9	12.5	0	12.5	11.3	0	11.3	14.4	0	14.4
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries	300.9		300.9	340.8		340.8	364.9		364.9	388.7		388.7	416.4		416.4
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	300.9	0	300.9	340.8	0	340.8	364.9	0	364.9	388.7	0	388.7	416.4	0	416.4
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0			0			0
12.1	Cost of Living Allowances	2.8		2.8	2.8		2.8	2.8		2.8	2.8		2.8	2.8		2.8
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits	6.8		6.8	6.8		6.8	6.8		6.8	6.8		6.8	6.8		6.8
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits	13.9		13.9	15.6		15.6	16.3		16.3	16.5		16.5	18.4		18.4
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits			0			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	23.5	0	23.5	25.2	0	25.2	25.9	0	25.9	26.1	0	26.1	28	0	28
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## Controller Operations

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Training Travel	7		7			0	7		7			0	7		7
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0			0			0			0
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel			0	5		5	5		5			0			0
21.0	R & R Travel	1.5		1.5			0			0	3		3	3		3
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel	0.9		0.9			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0			0			0
21.0	Site Visits - Mission Personnel	1		1	1		1	1		1	1		1	1		1
21.0	Conferences/Seminars/Meetings/Retreats	4		4	4		4	4		4	4		4	5.6		5.6
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel			0			0			0			0			0
	Subtotal OC 21.0	14.4	0	14.4	10	0	10	17	0	17	8	0	8	16.6	0	16.6
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0			0			0			0			0
22.0	Home Leave Freight			0	13		13	13		13			0			0
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.	0.4		0.4			0	7.1		7.1			0	5.3		5.3
22.0	Transportation/Freight for Res. Furniture/Equip.	0.1		0.1			0	2.3		2.3			0	3.6		3.6
	Subtotal OC 22.0	0.5	0	0.5	13	0	13	22.4	0	22.4	0	0	0	8.9	0	8.9
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	1		1	1		1	1		1	1		1	1		1
23.2	Rental Payments to Others - Warehouse Space	5.2		5.2	5.2		5.2	5.2		5.2	5.3		5.3	5.2		5.2
23.2	Rental Payments to Others - Residences	43.2		43.2	47.2		47.2	47.2		47.2	47.2		47.2	47.2		47.2
	Subtotal OC 23.2	49.4	0	49.4	53.4	0	53.4	53.4	0	53.4	53.5	0	53.5	53.4	0	53.4
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	6.9		6.9	7.6		7.6	7.6		7.6	8.4		8.4	8.4		8.4
23.3	Residential Utilities	8		8	8.8		8.8	8.8		8.8	9.7		9.7	9.7		9.7
23.3	Telephone Costs	3.9		3.9	4.2		4.2	4.2		4.2	4.6		4.6	4.6		4.6
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services			0			0			0			0			0

## Controller Operations

Org. Title: <u>USAID/HAITI</u> Org. No: <u>25521</u> OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 23.3	18.8	0	18.8	20.6	0	20.6	20.6	0	20.6	22.7	0	22.7	22.7	0	22.7
24.0	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	19.6		19.6	25.7		25.7	24.5		24.5	28.5		28.5	28		28
25.2	Residential Security Guard Services	24.2		24.2	25.2		25.2	26.6		26.6	29.2		29.2	29.2		29.2
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services	24.3		24.3	22.1		22.1	23.5		23.5	22.3		22.3	29.4		29.4
25.2	Staff training contracts	4.7		4.7			0	4.7		4.7			0	4.7		4.7
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	72.8	0	72.8	73	0	73	79.3	0	79.3	80	0	80	91.3	0	91.3
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	14.7		14.7	15.4		15.4	15.4		15.4	16.9		16.9	16.9		16.9
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	14.7	0	14.7	15.4	0	15.4	15.4	0	15.4	16.9	0	16.9	16.9	0	16.9
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	2.4		2.4	2.7		2.7	2.7		2.7	1		1	3		3
25.4	Residential Building Maintenance	7.4		7.4	7.4		7.4	7.4		7.4	3		3	8.1		8.1
	Subtotal OC 25.4	9.8	0	9.8	10.1		10.1	10.1	0	10.1	4	0	4	11.1	0	11.1
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	6.26		6.26	6.9		6.9	6.9		6.9	2.6		2.6	7.5		7.5
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	4.7		4.7	5.2		5.2	5.2		5.2	1.9		1.9	5.6		5.6
25.7	Vehicle Repair and Maintenance	3.2		3.2	5.2		5.2	5.2		5.2	1.9		1.9	5.6		5.6
25.7	Residential Furniture/Equip. Repair and Maintenance	3.2		3.2	3.7		3.7	3.9		3.9	1.4		1.4	3.8		3.8
	Subtotal OC 25.7	17.36	0	17.36	21	0	21	21.2	0	21.2	7.8	0	7.8	22.5	0	22.5

Controller Operations

Org. Title: <u>USAID/HAITI</u> Org. No: <u>25521</u> OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	41.5		41.5	21.9		21.9	22.9		22.9	22.9		22.9	25.1		25.1
	Subtotal OC 26.0	41.5	0	41.5	21.9	0	21.9	22.9	0	22.9	22.9	0	22.9	25.1	0	25.1
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	1.3		1.3			0	6.7		6.7			0	12.8		12.8
31.0	Purchase of Office Furniture/Equip.	1.6		1.6			0	21.2		21.2			0	19		19
31.0	Purchase of Vehicles			0			0	14.5		14.5			0	12.7		12.7
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases	44.6		44.6	14		14	13.8		13.8			0	20.2		20.2
31.0	ADP Software purchases	2.4		2.4	2.2		2.2	2.2		2.2			0	1		1
	Subtotal OC 31.0	49.9	0	49.9	16.2	0	16.2	58.4	0	58.4	0	0	0	65.7	0	65.7
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		746.06	0	746.06	765.3	0	765.3	865.4	0	865.4	776.4	0	776.4	955.3	0	955.3

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>560.2</u>		<u>614.6</u>		<u>651</u>		<u>601.3</u>		<u>740.9</u>
Exchange Rate Used in Computations	<u>16.5</u>	_____	<u>16.5</u>	_____	<u>16.5</u>	_____	<u>16.5</u>	_____	<u>16.5</u>

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0	0	0	0	0
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MISSION :

USAID/HAITI

## USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	2	2	2	2
02 Program Officer	2	2	2	2
03 EXO	1	1	1	1
04 Controller	2	2	2	2
05/06/07 Secretary				
10 Agriculture	2	2	2	2
11 Economics	1	1	1	1
12 GDO	2	2	2	2
12 Democracy				
14 Rural Development				
15 Food for Peace	1	1	1	1
21 Private Enterprise				
25 Engineering				
40 Environment				
50 Health/Pop.	1	2	2	2
60 Education	1	1	1	1
75 Physical Sciences				
85 Legal	1	1	1	1
92 Commodity Mgt				
93 Contract Mgt	2	2	2	2
94 PDO				
95 IDI	1			
Other*				
<b>TOTAL</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

Please e-mail this worksheet  
in either Lotus or Excel to:  
Maribeth Zankowski  
@hr.ppim@aidw  
as well as include it with  
your R4 submission.

\*please list occupations covered by other if there are any

# **WORKFORCE TABLES**

Org: <u>USAID/HAITI</u>																
End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 1999 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0.5	1.5	2	1	2	0.5	0.5	8	2	2	1	2	1	2	10	18
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	0.5		2			1		3.5	1	4	3			1.5	9.5	13
Other FSN/TCN	0.5	1		0.5	1.5	1	0.5	5		10.5	57	4	3.5		75	80
Subtotal	1.5	2.5	4	1.5	4.5	1.5	1	16.5	4	16.5	62	6	4.5	3.5	96.5	113
<b>Program Funded 1/</b>																
U.S. Citizens	4		1	1	4			10						1	1	11
FSNs/TCNs	10	7	15	4	7	0.5		43.5						8.5	8.5	52
Subtotal	14	7	16	5	11	0.5	0	53.5	0	0	0	0	0	9.5	9.5	63
Total Direct Workforce	15.5	9.5	20	6.5	15.5	2	1	70	4	16.5	62	6	4.5	13	106	176
TAACS			1					1							0	1
Fellows			1	1				2							0	2
IDIs			1					1							0	1
Subtotal	0	0	3	1	0	0	0	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	15.5	9.5	23	7.5	15.5	2	1	74	4	16.5	62	6	4.5	13	106	180

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2000 Target</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0.5	1.5	3	0	2	0.5	0.5	8	2	2	1	2	1	2	10	18
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	0.5		2		1			3.5	1	4	3			1.5	9.5	13
Other FSN/TCN	0.5	1		0.5	1.5	1	0.5	5		10.5	57	4	3.5		75	80
Subtotal	1.5	2.5	5	0.5	4.5	1.5	1	16.5	4	16.5	62	6	4.5	3.5	96.5	113
<b>Program Funded 1/</b>																
U.S. Citizens	4		1	1	4			10						1	1	11
FSNs/TCNs	10	7	15	4	7	0.5		43.5						8.5	8.5	52
Subtotal	14	7	16	5	11	0.5	0	53.5	0	0	0	0	0	9.5	9.5	63
Total Direct Workforce	15.5	9.5	21	5.5	15.5	2	1	70	4	16.5	62	6	4.5	13	106	176
TAACS			1					1							0	1
Fellows			1	1				2							0	2
IDIs			0					0							0	0
Subtotal	0	0	2	1	0	0	0	3	0	0	0	0	0	0	0	3
TOTAL WORKFORCE	15.5	9.5	23	6.5	15.5	2	1	73	4	16.5	62	6	4.5	13	106	179

<b>FY 2000 Request</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0.5	1.5	3	1	2	0.5	0.5	9	2	2	1	2	1	2	10	19
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	0.5		2		1			3.5	1	4	3			1.5	9.5	13
Other FSN/TCN	0.5	1		0.5	1.5	1	0.5	5		10.5	57	4	3.5		75	80
Subtotal	1.5	2.5	5	1.5	4.5	1.5	1	17.5	4	16.5	62	6	4.5	3.5	96.5	114
<b>Program Funded 1/</b>																
U.S. Citizens	4		1	1	4			10						1	1	11
FSNs/TCNs	10	7	15	4	7	0.5		43.5						8.5	8.5	52
Subtotal	14	7	16	5	11	0.5	0	53.5	0	0	0	0	0	9.5	9.5	63
Total Direct Workforce	15.5	9.5	21	6.5	15.5	2	1	71	4	16.5	62	6	4.5	13	106	177
TAACS			1					1							0	1
Fellows			1	1				2							0	2
IDIs								0							0	0
Subtotal	0	0	2	1	0	0	0	3	0	0	0	0	0	0	0	3
TOTAL WORKFORCE	15.5	9.5	23	7.5	15.5	2	1	74	4	16.5	62	6	4.5	13	106	180

Org End of year On-Board								Total SO/SpO Staff							Total Mgmt.	Total Staff
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2		Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0.5	1.5	3	0	2	0.5	0.5	8	2	2	1	2	1	2	10	18
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	0.5		2		1			3.5	1	4	3			1.5	9.5	13
Other FSN/TCN	0.5	1		0.5	1.5	1	0.5	5		10.5	57	4	3.5		75	80
Subtotal	1.5	2.5	5	0.5	4.5	1.5	1	16.5	4	16.5	62	6	4.5	3.5	96.5	113
<b>Program Funded 1/</b>																
U.S. Citizens	4		1	1	4			10						1	1	11
FSNs/TCNs	10	7	15	4	7	0.5		43.5						8.5	8.5	52
Subtotal	14	7	16	5	11	0.5	0	53.5	0	0	0	0	0	9.5	9.5	63
Total Direct Workforce	15.5	9.5	21	5.5	15.5	2	1	70	4	16.5	62	6	4.5	13	106	176
TAACS			1					1							0	1
Fellows			1	1				2							0	2
IDIs			0					0							0	0
Subtotal	0	0	2	1	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	15.5	9.5	23	6.5	15.5	2	1	73	4	16.5	62	6	4.5	13	106	179

<b>FY 2001 Request</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0.5	1.5	3	1	2	0.5	0.5	9	2	2	1	2	1	2	10	19
Other U.S. Citizens								0	1		1				2	2
FSN/TCN Direct Hire	0.5		2		1			3.5	1	4	3			1.5	9.5	13
Other FSN/TCN	0.5	1		0.5	1.5	1	0.5	5		10.5	57	4	3.5		75	80
Subtotal	1.5	2.5	5	1.5	4.5	1.5	1	17.5	4	16.5	62	6	4.5	3.5	96.5	114
<b>Program Funded 1/</b>																
U.S. Citizens	4		1	1	4			10						1	1	11
FSNs/TCNs	10	7	15	4	7	0.5		43.5						8.5	8.5	52
Subtotal	14	7	16	5	11	0.5	0	53.5	0	0	0	0	0	9.5	9.5	63
Total Direct Workforce	15.5	9.5	21	6.5	15.5	2	1	71	4	16.5	62	6	4.5	13	106	177
TAACS			1					1							0	1
Fellows			1	1				2							0	2
IDIs								0							0	0
Subtotal	0	0	2	1	0	0	0	3	0	0	0	0	0	0	0	3
<b>TOTAL WORKFORCE</b>	15.5	9.5	23	7.5	15.5	2	1	74	4	16.5	62	6	4.5	13	106	180



## Operating Expenses

Org. Title: USAID/HAITI Org. No: 521 OC		Overseas Mission Budgets														
		FY 1999 estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
....	Base Pay & pymt. for annual leave balances - FNDH	392.4		392.4	437.5		437.5	461.7		461.7	441.6		441.6	532.8		532.8
	Subtotal OC 11.1	392.4	0	392.4	437.5	0	437.5	461.7	0	461.7	441.6	0	441.6	532.8	0	532.8
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH	35		35	35.4		35.4	40.6		40.6	35.7		35.7	47.1		47.1
	Subtotal OC 11.5	35	0	35	35.4	0	35.4	40.6	0	40.6	35.7	0	35.7	47.1	0	47.1
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	83		83	90		90	90		90	99		99	99		99
11.8	FN PSC Salaries	1406		1406	1587.5		1587.5	1699		1699	1805.1		1805.1	1938.3		1938.3
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	1489	0	1489	1677.5	0	1677.5	1789	0	1789	1904.1	0	1904.1	2037.3	0	2037.3
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	81.6		81.6	116.1		116.1	116.1		116.1	131		131	131		131
12.1	Cost of Living Allowances	31		31	28		28	29.3		29.3	26.3		26.3	30.6		30.6
12.1	Home Service Transfer Allowances	10.3		10.3	4.2		4.2	6.7		6.7	6.4		6.4	13.2		13.2
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits	27.2		27.2	27.2		27.2	27.2		27.2	27.2		27.2	27.2		27.2
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits	44.3		44.3	49.9		49.9	52.3		52.3	50.2		50.2	59		59
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits			0			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	194.4	0	194.4	225.4	0	225.4	231.6	0	231.6	241.1	0	241.1	261	0	261
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

## Operating Expenses

Org. Title: Org. No: OC		USAID/HAITI 521		Overseas Mission Budgets														
				FY 1999 estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Training Travel	30		30	0		0	30		30	0		0	30		30		
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21.0	Post Assignment Travel - to field	12		12	15		15	18		18	30		30	30		30		
21.0	Assignment to Washington Travel			0			0			0			0			0		
21.0	Home Leave Travel	28.4		28.4	17		17	19		19	20		20	20		20		
21.0	R & R Travel	11.7		11.7	12.7		12.7	12.7		12.7	12.2		12.2	15.7		15.7		
21.0	Education Travel	9.1		9.1	5.7		5.7	5.7		5.7	5.6		5.6	5.6		5.6		
21.0	Evacuation Travel	15		15	7.5		7.5	15		15	7.5		7.5	15		15		
21.0	Retirement Travel			0			0			0			0			0		
21.0	Pre-Employment Invitational Travel			0			0			0			0			0		
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0		
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21.0	Site Visits - Headquarters Personnel	46		46	30		30	50		50	26		26	52		52		
21.0	Site Visits - Mission Personnel	42		42	45		45	45		45	50		50	50		50		
21.0	Conferences/Seminars/Meetings/Retreats	45		45	30		30	45		45	22.5		22.5	45		45		
21.0	Assessment Travel			0			0			0			0			0		
21.0	Impact Evaluation Travel			0			0			0			0			0		
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0		
21.0	Recruitment Travel			0			0			0			0			0		
21.0	Other Operational Travel			0			0			0			0			0		
Subtotal OC 21.0		239.2	0	239.2	162.9	0	162.9	240.4	0	240.4	173.8	0	173.8	263.3	0	263.3		
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
22.0	Post assignment freight	55.9		55.9	100		100	120		120	200		200	200		200		
22.0	Home Leave Freight	61		61	43		43	48		48	55		55	55		55		
22.0	Retirement Freight			0			0			0			0			0		
22.0	Transportation/Freight for Office Furniture/Equip.	2		2	0		0	45		45	0		0	34		34		
22.0	Transportation/Freight for Res. Furniture/Equip.	1		1	0		0	21.6		21.6	0		0	33.8		33.8		
Subtotal OC 22.0		119.9	0	119.9	143	0	143	234.6	0	234.6	255	0	255	322.8	0	322.8		
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.2	Rental Payments to Others - Office Space	6		6	6		6	6		6	6		6	6		6		
23.2	Rental Payments to Others - Warehouse Space	30		30	30		30	30		30	33		33	33		33		
23.2	Rental Payments to Others - Residences	555.6		555.6	573.2		573.2	573.2		573.2	561.4		561.4	591.4		591.4		
Subtotal OC 23.2		591.6	0	591.6	609.2	0	609.2	609.2	0	609.2	600.4	0	600.4	630.4	0	630.4		
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.3	Office Utilities	44		44	48.4		48.4	48.4		48.4	53.2		53.2	53.2		53.2		
23.3	Residential Utilities	78.7		78.7	72		72	76		76	74.8		74.8	83.6		83.6		
23.3	Telephone Costs	25		25	27		27	27		27	29		29	29		29		
23.3	ADP Software Leases			0			0			0			0			0		
23.3	ADP Hardware Lease			0			0			0			0			0		
23.3	Commercial Time Sharing			0			0			0			0			0		
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0		
23.3	Other Mail Service Costs			0			0			0			0			0		
23.3	Courier Services			0			0			0			0			0		

## Operating Expenses

Org. Title: USAID/HAITI Org. No: 521 OC		Overseas Mission Budgets														
		FY 1999 estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 23.3	147.7	0	147.7	147.4	0	147.4	151.4	0	151.4	157	0	157	165.8	0	165.8
24.0	Printing and Reproduction			0			0			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	125.2		125.2	162.7		162.7	162.7		162.7	178.8		178.8	178.8		178.8
25.2	Residential Security Guard Services	250.1		250.1	239.2		239.2	252.5		252.5	248.6		248.6	277.8		277.8
25.2	Official Residential Expenses	4		4	4		4	4		4	4		4	4		4
25.2	Representation Allowances	1.9		1.9	1.9		1.9	1.9		1.9	1.9		1.9	1.9		1.9
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services	140		140	140		140	150		150	140		140	187.6		187.6
25.2	Staff training contracts	30		30	0		0	30		30	0		0	30		30
25.2	ADP related contracts			0			0			0			0			0
	Subtotal OC 25.2	551.2	0	551.2	547.8	0	547.8	601.1	0	601.1	573.3	0	573.3	680.1	0	680.1
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	146.7		146.7	138.3		138.3	146		146	143.7		143.7	160.6		160.6
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
	Subtotal OC 25.3	146.7	0	146.7	138.3	0	138.3	146	0	146	143.7	0	143.7	160.6	0	160.6
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	15		15	17		17	17		17	6.3		6.3	19		19
25.4	Residential Building Maintenance	70		70	70		70	70		70	25.7		25.7	77		77
	Subtotal OC 25.4	85	0	85	87	0	87	87	0	87	32	0	32	96	0	96
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	40		40	44		44	44		44	16		16	48		48
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	30		30	33		33	33		33	12		12	36		36
25.7	Vehicle Repair and Maintenance	20		20	33		33	33		33	12		12	36		36
25.7	Residential Furniture/Equip. Repair and Maintenance	30		30	33		33	33		33	12		12	36		36
	Subtotal OC 25.7	120	0	120	143	0	143	143	0	143	52	0	52	156	0	156

## Operating Expenses

Org. Title: USAID/HAITI Org. No: 521 OC		Overseas Mission Budgets														
		FY 1999 estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	265		265	243.6		243.6	285		285	90.3		90.3	290		290
	Subtotal OC 26.0	265	0	265	243.6	0	243.6	285	0	285	90.3	0	90.3	290	0	290
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	12.8		12.8	0		0	64		64	0		0	121.3		121.3
31.0	Purchase of Office Furniture/Equip.	10.1		10.1	0		0	135.4		135.4	0		0	121.6		121.6
31.0	Purchase of Vehicles	0		0	0		0	92.5		92.5	0		0	80.9		80.9
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases	285		285	88		88	88		88	0		0	129		129
31.0	ADP Software purchases	15		15	14		14	14		14	0		0	6		6
	Subtotal OC 31.0	322.9	0	322.9	102	0	102	393.9	0	393.9	0	0	0	458.8	0	458.8
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		4700	0	4700	4700	0	4700	5414.5	0	5414.5	4700	0	4700	6102	0	6102

## Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>2746.7</u>	<u>2894.6</u>	<u>3210.2</u>	<u>3052</u>	<u>3634.6</u>
Exchange Rate Used in Computations	<u>16.5</u> _____	<u>16.5</u> _____	<u>16.5</u> _____	<u>16.5</u> _____	<u>16.5</u> _____

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0	0	0	0	0
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# FY 1999 Budget Request by Program/Country

22-Mar-99

11:38 AM

Program/Country: Haiti  
Approp Acct: ESF

S.O. #, Title		FY 1999 Request														Est. S.O.	
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population (*)	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	Pipeline End of FY 98	Pipeline End of FY 99
<b>SO 1: Sustainable Income Increase for the Poor</b>																	
	Bilateral	20,420	3,000	11,869	5,551	0	0	0	0	0	0	0	0	0	23,060	17,398	14,758
	Field Spt	50		50	0	0	0	0	0	0	0	0	0	0	50	0	0
		20,470	3,000	11,919	5,551	0	0	0	0	0	0	0	0	0	23,110	17,398	14,758
<b>SO 2: Environmental Degradation Slowed</b>																	
	Bilateral	2,235	0	0	0	0	0	0	0	0	0	0	2,235	0	2,545	1,294	984
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2,235	0	0	0	0	0	0	0	0	0	0	2,235	0	2,545	1,294	984
<b>SO 3: Healthier Families of Desired Size</b>																	
	Bilateral	21,931	0	0	195	0	0	6,164	12,065	0	900	2,607	0	0	25,489	16,070	12,512
	Field Spt	2,711	0	0	0	0	0	1,836	425	0	450	0	0	0	2,138	0	573
		24,642	0	0	195	0	0	8,000	12,490	0	1,350	2,607	0	0	27,627	16,070	13,085
<b>SO 4: Increased Human Capacity</b>																	
	Bilateral	3,578	0	0	0	3,040	288	0	250	0	0	0	0	0	7,417	8,692	4,853
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		3,578	0	0	0	3,040	288	0	250	0	0	0	0	0	7,417	8,692	4,853
<b>SO 5: More Genuinely Inclusive Democratic Governance Attained</b>																	
	Bilateral	7,325	0	0	0	0	0	0	0	0	0	0	0	7,325	18,600	22,192	10,917
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		7,325	0	0	0	0	0	0	0	0	0	0	0	7,325	18,600	22,192	10,917
<b>SpO 1: Streamlined Government</b>																	
	Bilateral	3,000	0	0	3,000	0	0	0	0	0	0	0	0	0	8,580	10,838	5,258
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		3,000	0	0	3,000	0	0	0	0	0	0	0	0	0	8,580	10,838	5,258
<b>SpO 2: Strengthened Haitian National Police</b>																	
	Bilateral	6,500	0	0	0	0	0	0	0	0	0	0	0	6,500	N/A	N/A	N/A
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		6,500	0	0	0	0	0	0	0	0	0	0	0	6,500	0	0	0
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Bilateral	64,989	3,000	11,869	8,746	3,040	288	6,164	12,315	0	900	2,607	2,235	13,825	85,691	76,484	49,282
	Field Support	2,761	0	50	0	0	0	1,836	425	0	450	0	0	0	2,188	0	573
<b>TOTAL PROGRAM</b>		67,750	3,000	11,919	8,746	3,040	288	8,000	12,740	0	1,350	2,607	2,235	13,825	87,879	76,484	49,855

<b>FY 99 Request Agency Goal Totals</b>	
Econ Growth	11,746
Democracy	13,825
HCD	3,328
PHN	28,025
Environment	2,235
Program ICASS	11
GCC (from all Goals)	0

<b>FY 99 Account Distribution (DA only)</b>	
Dev. Assist Program	
Dev. Assist ICASS	
Dev. Assist Total:	
CSD Program	
CSD ICASS	
CSD Total:	

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2000 Budget Request by Program/Country

22-Mar-99

11:38 AM

Program/Country: Haiti  
Approp Acct: ESF  
Scenario 1: \$70 million ESF

S.O. #, Title		FY 2000 Request														Est. S.O.	
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	Pipeline End of FY 99	Pipeline End of FY 00
<b>SO 1: Sustainable Income Increase for the Poor</b>																	
	Bilateral	22,320	3,000	11,000	8,320	0	0	0	0	0	0	0	0	0	24,360	14,758	12,718
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		22,320	3,000	11,000	8,320	0	0	0	0	0	0	0	0	0	24,360	14,758	12,718
<b>SO 2: Environmental Degradation Slowed</b>																	
	Bilateral	2,230	0	0	0	0	0	0	0	0	0	0	2,230	0	2,195	984	1,019
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2,230	0	0	0	0	0	0	0	0	0	0	2,230	0	2,195	984	1,019
<b>SO 3: Healthier Families of Desired Size</b>																	
	Bilateral	19,659	0	0	0	0	0	6,676	10,209	0	900	1,874	0	0	20,340	12,512	11,831
	Field Spt	2,711	0	0	0	0	0	1,836	425	0	450	0	0	0	2,605	573	679
		22,370	0	0	0	0	0	8,512	10,634	0	1,350	1,874	0	0	22,945	13,085	12,510
<b>SO 4: Increased Human Capacity</b>																	
	Bilateral	6,340	0	0	0	5,500	590	0	250	0	0	0	0	0	7,092	4,853	4,101
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		6,340	0	0	0	5,500	590	0	250	0	0	0	0	0	7,092	4,853	4,101
<b>SO 5: More Genuinely Inclusive Democratic Governance Attained</b>																	
	Bilateral	12,240	0	0	0	0	0	0	0	0	0	0	0	12,240	15,215	10,917	7,942
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		12,240	0	0	0	0	0	0	0	0	0	0	0	12,240	15,215	10,917	7,942
<b>SpO 1: Streamlined Government</b>																	
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	5,258	5,258	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	5,258	5,258	0
<b>SpO 2: Strengthened Haitian National Police</b>																	
	Bilateral	4,500	0	0	0	0	0	0	0	0	0	0	0	4,500	N/A	N/A	N/A
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		4,500	0	0	0	0	0	0	0	0	0	0	0	4,500	0	0	0
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Bilateral	67,289	3,000	11,000	8,320	5,500	590	6,676	10,459	0	900	1,874	2,230	16,740	74,460	49,282	37,611
	Field Support	2,711	0	0	0	0	0	1,836	425	0	450	0	0	0	2,605	573	679
<b>TOTAL PROGRAM</b>		<b>70,000</b>	<b>3,000</b>	<b>11,000</b>	<b>8,320</b>	<b>5,500</b>	<b>590</b>	<b>8,512</b>	<b>10,884</b>	<b>0</b>	<b>1,350</b>	<b>1,874</b>	<b>2,230</b>	<b>16,740</b>	<b>77,065</b>	<b>49,855</b>	<b>38,290</b>

<b>FY 00 Request Agency Goal Totals</b>	
Econ Growth	11,320
Democracy	16,740
HCD	6,090
PHN	28,710
Environment	2,230
Program ICASS	12
GCC (from all Goals)	0

<b>FY Account Distribution (DA only)</b>	
Dev. Assist Program	
Dev. Assist ICASS	
Dev. Assist Total:	
CSD Program	
CSD ICASS	
CSD Total:	

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2001 Budget Request by Program/Country

22-Mar-99

11:38 AM

Program/Country: Haiti  
Approp Acct: ESF  
Scenario 1: \$70 million ESF

S.O. #, Title		FY 2001 Request														Est. S.O. Pipeline End of FY 2000	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expenditures			
<b>SO 1: Sustainable Income Increase for the Poor</b>																		
	Bilateral	22,320	3,000	11,000	8,320	0	0	0	0	0	0	0	0	0	22,560	12,718	12,478	66,650
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		22,320	3,000	11,000	8,320	0	0	0	0	0	0	0	0	0	22,560	12,718	12,478	66,650
<b>SO 2: Environmental Degradation Slowed</b>																		
	Bilateral	2,230	0	0	0	0	0	0	0	0	0	0	2,230	0	2,190	1,019	1,059	6,759
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2,230	0	0	0	0	0	0	0	0	0	0	2,230	0	2,190	1,019	1,059	6,759
<b>SO 3: Healthier Families of Desired Size</b>																		
	Bilateral	19,659	0	0	0	0	0	6,200	10,724	0	900	1,835	0	0	20,340	11,831	11,150	59,906
	Field Spt	2,711	0	0	0	0	0	1,811	450	0	450	0	0	0	2,605	679	785	7,078
		22,370	0	0	0	0	0	8,011	11,174	0	1,350	1,835	0	0	22,945	12,510	11,935	66,984
<b>SO 4: Increased Human Capacity</b>																		
	Bilateral	6,340	0	0	0	5,500	590	0	250	0	0	0	0	0	7,176	4,101	3,265	21,787
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		6,340	0	0	0	5,500	590	0	250	0	0	0	0	0	7,176	4,101	3,265	21,787
<b>SO 5: More Genuinely Inclusive Democratic Governance Attained</b>																		
	Bilateral	12,240	0	0	0	0	0	0	0	0	0	0	0	12,240	12,840	7,942	7,342	38,570
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		12,240	0	0	0	0	0	0	0	0	0	0	0	12,240	12,840	7,942	7,342	38,570
<b>SpO 1: Streamlined Government</b>																		
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SpO 2: Strengthened Haitian National Police</b>																		
	Bilateral	4,500	0	0	0	0	0	0	0	0	0	0	0	4,500	N/A	N/A	N/A	11,500
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		4,500	0	0	0	0	0	0	0	0	0	0	0	4,500	0	0	0	11,500
<b>Total</b>																		
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Bilateral	67,289	3,000	11,000	8,320	5,500	590	6,200	10,974	0	900	1,835	2,230	16,740	65,106	37,611	35,294	205,172
	Field Support	2,711	0	0	0	0	0	1,811	450	0	450	0	0	0	2,605	679	785	7,078
<b>TOTAL PROGRAM</b>		<b>70,000</b>	<b>3,000</b>	<b>11,000</b>	<b>8,320</b>	<b>5,500</b>	<b>590</b>	<b>8,011</b>	<b>11,424</b>	<b>0</b>	<b>1,350</b>	<b>1,835</b>	<b>2,230</b>	<b>16,740</b>	<b>67,711</b>	<b>38,290</b>	<b>36,079</b>	<b>212,250</b>

<b>FY 01 Request Agency Goal Totals</b>	
Econ Growth	11,320
Democracy	16,740
HCD	6,090
PHN	28,710
Environment	2,230
Program ICASS	13
GCC (from all Goals)	0

<b>FY 01 Account Distribution (DA only)</b>	
Dev. Assist Program	
Dev. Assist ICASS	
Dev. Assist Total:	
CSD Program	
CSD ICASS	
CSD Total:	

Prepare one set of tables for each appropriation Account  
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For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 1999 Budget Request by Program/Country

22-Mar-99

11:38 AM

Program/Country: Haiti  
Approp Acct: P.L. 480

S.O. #, Title		FY 1999 Request														Est. S.O. Pipeline	
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expenditures	Pipeline End of FY 98	Pipeline End of FY 99
<b>SO 1: Sustainable Income Increase for the Poor</b>																	
	Title II	3,377			3,377										3,377	0	0
	Title III	2,212			2,212										2,212	0	0
		5,589	0	0	5,589	0	0	0	0	0	0	0	0	0	5,589	0	0
<b>SO 2: Environmental Degradation Slowed</b>																	
	Title II	0															0
	Title III	0															0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SO 3: Healthier Families of Desired Size</b>																	
	Title II	7,558							6,891			667			7,558	0	0
	Title III	1,825										1,825			1,825	0	0
		9,383	0	0	0	0	0	0	6,891	0	0	2,492	0	0	9,383	0	0
<b>SO 4: Increased Human Capacity</b>																	
	Title II	14,644					14,644								14,644	0	0
	Title III	1,736										1,736			1,736	0	0
		16,380	0	0	0	0	14,644	0	0	0	0	1,736	0	0	16,380	0	0
<b>SO 5: More Genuinely Inclusive Democratic Governance Attained</b>																	
	Title II	0															0
	Title III	4,227												4,227	4,227	0	0
		4,227	0	0	0	0	0	0	0	0	0	0	0	4,227	4,227	0	0
<b>SpO 1: Streamlined Government</b>																	
	Title II	0															0
	Title III	0															0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SpO 2: Strengthened Haitian National Police</b>																	
	Title II	0															0
	Title III	0															0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Bilateral	0															0
	Field Spt	0															0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	Bilateral	25,579	0	0	3,377	0	14,644	0	6,891	0	0	667	0	0	25,579	0	0
	Field Support	10,000	0	0	2,212	0	0	0	0	0	0	3,561	0	4,227	10,000	0	0
<b>TOTAL PROGRAM</b>		<b>35,579</b>	<b>0</b>	<b>0</b>	<b>5,589</b>	<b>0</b>	<b>14,644</b>	<b>0</b>	<b>6,891</b>	<b>0</b>	<b>0</b>	<b>4,228</b>	<b>0</b>	<b>4,227</b>	<b>35,579</b>	<b>0</b>	<b>0</b>

FY 99 Request Agency Goal Totals	
Econ Growth	5,589
Democracy	4,227
HCD	14,644
PHN	25,763
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	
Dev. Assist ICASS	
Dev. Assist Total:	
CSD Program	
CSD ICASS	
CSD Total:	

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account



# FY 2000 Budget Request by Program/Country

Program/Country: Haiti  
 Approp Acct: P.L. 480  
 Scenario 1:

22-Mar-99  
 11:38 AM

S.O. #, Title		FY 1999 Request															Est. S.O.
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	Pipeline End of Fy 98	Pipeline End of FY 99
SO 1: Sustainable Income Increase for the Poor																	
	Title II	3,172			3,172										3,172	0	8,279
	Title III	0															
		3,172	0	0	3,172	0	0	0	0	0	0	0	0	0	3,172	0	8,279
SO 2: Environmental Degradation Slowed																	
	Title II	0		0													0
	Title III	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 3: Healthier Families of Desired Size																	
	Title II	8,987										8,987			8,987	0	25,468
	Title III	0															
		8,987	0	0	0	0	0	0	0	0	0	8,987	0	0	8,987	0	25,468
SO 4: Increased Human Capacity																	
	Title II	14,273					14,273								14,273	0	37,810
	Title III	0															
		14,273	0	0	0	0	14,273	0	0	0	0	0	0	0	14,273	0	37,810
SO 5: More Genuinely Inclusive Democratic Governance Attained																	
	Title II	0		0													
	Title III	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SpO 1: Streamlined Government																	
	Title II	0		0													
	Title III	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SpO 2: Strengthened Haitian National Police																	
	Title II	0		0													
	Title III	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Bilateral Field Spt	0 0 0															
Total	Bilateral	26,432	0	0	3,172	0	14,273	0	0	0	0	8,987	0	0	26,432	0	71,557
	Field Support	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PROGRAM		26,432	0	0	3,172	0	14,273	0	0	0	0	8,987	0	0	26,432	0	71,557

<b>FY 00 Request Agency Goal Totals</b>	
Econ Growth	3,172
Democracy	0
HCD	14,273
PHN	23,260
Environment	0
Program ICASS	0
GCC (from all Goals)	0

<b>FY 00 Account Distribution (DA only)</b>	
Dev. Assist Program	
Dev. Assist ICASS	
Dev. Assist Total:	
CSD Program	
CSD ICASS	
CSD Total:	

Prepare one set of tables for each appropriation Account  
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 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2001 Budget Request by Program/Country

22-Mar-99

11:38 AM

Program/Country: Haiti  
Approp Acct: P.L. 480  
Scenario 1:

S.O. # , Title		FY 1999 Request															Est. S.O. Pipeline End of FY 99	Future Cost (POST- 2001)
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expendi- tures	Pipeline End of Fy 98		
SO 1: Sustainable Income Increase for the Poor																		
	Title II	3,172			3,172										3,172	0	0	18000-
	Title III	0																
		3,172	0	0	3,172	0	0	0	0	0	0	0	0	0	3,172	0	0	
SO 2: Environmental Degradation Slowed																		
	Title II	0		0														
	Title III	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 3: Healthier Families of Desired Size																		
	Title II	8,987										8,987			8,987	0	0	
	Title III	0																
		8,987	0	0	0	0	0	0	0	0	0	8,987	0	0	8,987	0	0	
SO 4: Increased Human Capacity																		
	Title II	14,273					14,273								14,273	0	0	
	Title III	0																
		14,273	0	0	0	0	14,273	0	0	0	0	0	0	0	14,273	0	0	
SO 5: More Genuinely Inclusive Democratic Governance Attained																		
	Title II	0		0														
	Title III	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SpO 1: Streamlined Government																		
	Title II	0		0														
	Title III	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SpO 2: Strengthened Haitian National Police																		
	Title II	0		0														
	Title III	0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total	Bilateral Field Spt	0																
		0																
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL PROGRAM		26,432	0	0	3,172	0	14,273	0	0	0	0	8,987	0	0	26,432	0	0	75,000
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		26,432	0	0	3,172	0	14,273	0	0	0	0	8,987	0	0	26,432	0	0	75,000

<b>FY 01 Request Agency Goal Totals</b>	
Econ Growth	3,172
Democracy	0
HCD	14,273
PHN	23,260
Environment	0
Program ICASS	0
GCC (from all Goals)	0

<b>FY 01 Account Distribution (DA only)</b>	
Dev. Assist Program	
Dev. Assist ICASS	
Dev. Assist Total:	
CSD Program	
CSD ICASS	
CSD Total:	

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account